

ADM.
BY
AUGUST 8, 1925

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TWENTY CENTS

Sales Management

For Sales and Advertising Executives



Shall We Tackle Exporting?

A Summer Campaign Brings
Fifty-Nine Per Cent
Returns

A Dartnell



Publication



Is Business Slipping thru Your Fingertips?

You check up on your salesmen when they fail to get the business from their territories, especially if your best customers are "switching" elsewhere. Isn't it fair that you demand the same of your catalog—that it produce orders direct from the trade?

When you issue Heinn Loose-Leaf Catalogs to your dealers, you're sure of getting the business when your salesmen aren't around. Orders placed "in between" salesmen's calls are slipping through your fingers — if a loose-leaf catalog isn't on the job. Here are the main reasons:

Dealers have a complete, daily reference guide of the goods you sell. They know when new items are added or old ones dropped — when prices have changed — such a service protects them in buying and selling. They use your catalog because it enables them to conduct their business with greater profit.

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THE HEINN COMPANY

Originators of the Loose-Leaf System of Cataloging

349 Florida Street

Milwaukee, Wis.

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~ day-by-day catalogs
that last year-after-year

Subscription Rates: Single copies, 20 cents. Yearly subscriptions payable in advance, \$4.00 for twenty-six issues, anywhere in the United States or its possessions. In Canada, \$4.25 and \$4.50 in foreign countries. Six months' subscription, \$2.00, for thirteen issues. No two-year or clubbing rates.

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VOLUME NINE

Established 1918 by The Dartnell Corporation

NUMBER THREE

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Reward In Prize Fighting

means the ability to make good impressions in three colors, black and blue and red—and to make them quickly and in the right place. Occasionally, a yellow streak is also in evidence. Reward in advertising means much the same thing, except that the colors are neither specified nor limited as to number.

Present business conditions brook no love-feast methods. Advertising is on its mettle. The time for action—intelligent sustained action—is now. Work with us and you will work hard. The pace is not slow. But the results we achieve are worthwhile.

Work

Here we work in advertising, not at it. To know people, to know them in groups of hundreds and of millions, to resultfully appeal to their most vulnerable sensibilities through a printed page is part of our craftsmanship. Without big promises we have won the confidence and the business of a number of substantial companies. Advertisingly we are fighting for them and with them.

A Clue

If you believe that your market should absorb more merchandise bearing your mark—if your per unit sales cost must come down and a rising volume ensue—then investigate our unusual service. What we are doing for others is a good clue for you. A request for an informal discussion—in your office or ours—implies no obligation on your part. We shall do our best to make the time you spend profitable to you.

Turner-Wagener Co.
Business-Building Advertising
400 N. Michigan Ave., Chicago



"A good advertising connection will help you make your dollar go farther, but not so far that it will never come back." J.H.T.



—Courtesy, The Pullman Company

R. W. GOTSHALL has been appointed vice president and general manager of Monarch Tractors, Incorporated, Watertown, Wisconsin. H. B. BAKER was made vice president and director of sales. Mr. Gotshall was formerly assistant manager of the Holt Manufacturing Company of Peoria, Illinois, while Mr. Baker comes to the Monarch company from the sales managership of the same company.

WILLIAM F. BURROWS, president, Libby, McNeill & Libby, died at his home in Chicago, July 27. He was connected with the company for forty-three years, having been president since 1915.

JOHN C. EICHE, formerly sales manager for the North American Fibre Products Company, Cleveland, Ohio, is now connected with the P. A. Geier Company of the same city, in charge of marketing the Royal Electric washer.

T. C. GREELEY has joined the staff of the Topics Publishing Company, New York City, in the capacity of assistant to the president. Mr. Greeley was formerly vice president of G. Allen Reeder, Inc.

R. C. Williams & Company announce the appointment of TOM BALFE as vice president in charge of sales, to succeed Howell E. Sayre, who resigned. Mr. Balfe has been Chicago manager for Austin, Nichols & Company.

JOHN CROSBY, formerly president of the Washburn-Crosby Company, was made chairman of the board, at a recent meeting of the stockholders of the company. JAMES F. BELL, vice president, succeeds Mr. Crosby as president, and H. R. McLAUGHLIN, general sales manager, was elected as a director of the board. The new appointments are effective September 1.

Six regional vice presidents will be elected in September, consisting of R. F. BAUSMAN, GEORGE M. COSS, F. R. EATON, L. F. EATON, W. R. MORRIS, and F. G. TYLER. FRED G. ATKINSON, CHARLES C. BOVEY, F. M. CROSBY, T. C. ESTEE, and FRANK F. HENRY will continue as executive vice presidents. DONALD D. DAVIS remains secretary and treasurer of the company.

FREDERICK SEID, former principal of the advertising agency of Farquhar & Seid, Inc., of San Francisco, has been appointed by the Botsford-Constantine Company, Portland, Oregon, as account executive.

E. E. HAIGHT is the president of the Concrete Publishing Company, a new corporation formed in Chicago, which will publish *Concrete* and *Building Materials*, formerly published in Detroit. FRED D. PORTER is treasurer of the company, and JOHN C. LANGTRY, secretary. Mr. Haight has been associated with the Class Journal Company in Chicago for nearly eighteen years, where he has been in charge of *Motor Age*. Mr. Porter is president and Mr. Langtry vice president of the Porter-Langtry Company, publishers of *Buildings and Building Management* and of the Porter-Bede-Langtry Company, publishers of the *National Real Estate Journal*.

EARLE W. BACHMAN, director of new business and research of the Quality Group of publications, will be in charge of a similar department for The Atlantic publications.

J. G. URE and WILLIAM C. WELLS, JR., formerly sales manager and managing editor respectively, of Lefax, Inc., have joined the Wilson-Jones Loose Leaf Company, Chicago. They will cooperate with dealers in the management and expansion of the publicity-promotion and research divisions of the company.

L. C. LANDIS, who for the past fourteen years has been secretary and sales manager of the Milwaukee Air Power Pump Company, Milwaukee, Wisconsin, has been appointed sales manager of the National Utilities Corporation of the same city.

The Crosley Radio Corporation of Cincinnati has placed its advertising in the hands of the Campbell-Ewald Company, Detroit.

HERBERT C. LYON has joined James F. Newcomb & Co., Inc., direct advertising, New York City. He was formerly advertising manager of the *International Confectioner* and on the staffs of Frank Seaman, Inc., O. J. Gude and Poster Advertising Company.

The National Enameling and Stamping Company, of Milwaukee, have placed their advertising account with Klau-Van Pietersom-Dunlap-Younggreen, Inc.

The Wahl Company, Chicago, makers of Eversharp pencils and pens, have placed their advertising account with Erwin, Wasey & Company, Chicago.

Sales Management

A Dartnell  Publication

Volume Nine

Chicago, August 8, 1925

Number Three

Shall We Tackle Exporting?

Some Pertinent Questions Which Must Be Answered
Before Embarking on a Successful Export Campaign

By Eugene Whitmore

SEVERAL years ago a bright appearing young Latin-American walked into the offices of a Chicago manufacturer of men's clothing specialties. This young fellow (whose name was not Garcia, but we will call him that for the purposes of this story) painted a glowing picture of the business to be had in Cuba, Mexico, and the Central and South American countries.

He spoke three languages, seemed sincere and earnest and had excellent references. The Chicago manufacturer was pleased at the prospect of extending his markets. He liked the idea of selling in many foreign countries. He pictured a vast world wide business. Without any preliminary investigation of the possibilities and with no idea of the magnitude of the step he was taking, the manufacturer hired young Senor Garcia and gave him a desk off in one corner of the general office and told him to "go to it."

Garcia wrote a fairly good letter. He had traveled to some extent in Latin-America and knew the names of some of the best stores. He had friends in various cities and from them he obtained lists of retailers. From other sources he built up a list and in a few weeks he was writing letters and appointing salesmen. Strange to say, his letters brought a few orders. True, they were small orders, but they

were shipped promptly, and the merchandise gave satisfaction. Some of the salesmen or agents he appointed on a commission basis sent in some worth while orders.

At the end of the year the export department's showing looked good on paper. The young man in charge was receiving only a small salary, thirty-five dollars a week to be exact. So he was retained. But at the beginning of the second year a careful check up of the department seemed to show that something was wrong. A number of the bills had not been paid. There were numerous complaints. Some of the agents were complaining bitterly. Merchants were refusing shipments and there seemed to be a generally unsatisfactory condition.

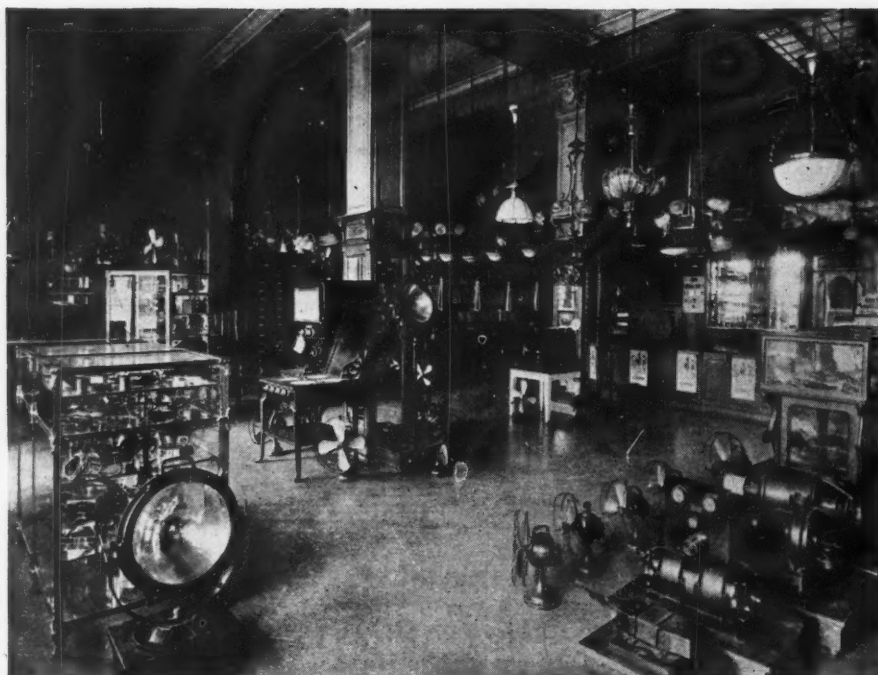
The Sad Story of Mr. Garcia

Mr. Garcia hobbled along for nearly two years before he finally received his walking papers. Then a new export man was placed in charge. His salary was several times that of Mr. Garcia. He went right to work, not in getting new customers and appointing new agents, but in pacifying all the dissatisfied customers already on the books. And he soon found the reasons for their dissatisfaction. For example, he found one customer whose order for one hundred dozen items had been shipped in twelve boxes. He had been

forced to pay duty on the gross weight of each package. The duty he paid on boxing and shipping material was almost equal to the duty on the merchandise itself.

Another merchant in a small city in Cuba had a complaint because his merchandise had been shipped by the so-called all-rail route from Chicago to Havana. The merchandise had been delayed in Havana for two months before he could find some one to pay the duty and reconsign the merchandise to him. It would have been an easy matter to have shipped the merchandise by rail and water via New Orleans or New York, instead of by rail to a Florida point where the merchandise cars are ferried to Havana. The all-rail route to Havana is all right, but not for other cities in Cuba unless the customer has facilities for expediting the shipment after it arrives in Havana so that no time and money will be lost in the customs office and in re-shipping the merchandise from Havana to its destination.

These are but two of the inexcusable mistakes found by the new export man. In six months he had the department built up to the point where he could afford really to start a sales promotion campaign in earnest. When he started he confined his efforts to one country until he had everything functioning smoothly. Then and only then did he start to expand. Today



Underwood Photos.

A model display of the International General Electric Company's store in Buenos Aires, Argentina.

The table below shows the export figures for the first five months of 1924 and 1925. There is an increase for each month. Estimates for June and July show that this increase is being well maintained.

	1925	1924
January	446,443,088	395,172,187
February	370,676,434	365,774,772
March	453,652,842	339,755,230
April	398,907,969	346,935,702
May	370,000,000	335,098,701

this export manager has a profitable export business under way, and in time his department will doubtless be a paying proposition for the manufacturer who hastily jumped into exporting.

The mystery of the matter is why this manufacturer, ordinarily shrewd in domestic commerce, would entrust his export business to a young man whose only qualifications were his knowledge of several languages.

"But it is being done every day," said an experienced export man in commenting on the case. "There are any number of Latin-Americans who are willing to work for twenty-five to fifty dollars a week and who are roaming from job to job trading on their ability to speak some foreign language. They have no knowledge of business, no experience, and worst of all, many of them are lazy. The manufacturer who hires them will probably find they will cost him nearer \$200 a week than the sum they received as salary."

So much for one manufacturer's experience. It is related here in an attempt to show some of the

considerations which should be carefully weighed when the problem of entering the export market comes up. The question, "Should we go in for exporting?" must be answered in pretty much the same way as the question, "Should we add a new item to our line?" or, "Should we cut our prices?" All the facts should be carefully weighed and it should be decided at the outset whether or not the



desire for export business is just a passing whim or whether it is a well-founded and sustained ambition to increase sales permanently. For exporting is, like most other extensions in the sales department, a step which cannot be jumped into over night.

If you are looking for a market to dump out of date merchandise, a market to absorb a certain volume of excess production, or a market to cultivate and build up sales and good-will—in other words a permanent extension of your trade territory—the export field offers opportunities in each of the three classifications.

If, for example, you want a market for out of date merchandise which can be dumped at a price, perhaps India or China will absorb merchandise which cannot be sold in this country at any price. These countries with their teeming millions, offer real possibilities for merchandise at a price.

If you want a place to sell a small volume of excess production each year, perhaps some of the nearby countries, or possessions of the United States, will offer just the market you are seeking.

What Kind of a Market?

The point is that you must decide at the outset of your exporting experience just what you want to do. Do you want to dump merchandise at a price or build an additional volume of sales for insurance against off seasons at home? Most export failures come as a result of a lack of a well defined policy. Exporting is not, or should not be, any more mysterious or difficult than selling in domestic markets, but it is often made so, simply by the manufacturer's hesitancy to exercise the same common sense in foreign selling as he does in domestic selling.

A middle west manufacturer of cosmetics decided four years ago to expand his overseas markets. From nothing, sales have in four years been built up to the point where export shipments amount to more than 10 per cent of the total production of the company. It owns factories in several foreign countries and has a profitable business in Europe, Asia, South America, Australasia, and Mexico.

(Continued on page 182)

The Salesman Who Carries a Chip On His Shoulder

An Old Time Sales Manager Recounts Some Experiences in Working With Hot Headed Salesmen Who Are Always Looking For a Battle

By a Minneapolis Sales Manager

SALESMAN HAWKINS came to us from a small company where he had been a star for several years. In this organization, which was a more or less loose affair where every man did as he pleased, Hawkins had been a big frog in a small puddle, and was in the habit of conducting himself accordingly.

I hired him against my better judgment, in that I knew there would probably be a peck of trouble in getting him to work along with our men, and in accordance with our ideas. But his one saving grace was his ability as a salesman. He had his own methods, but I could easily forgive his peculiar selling tactics so long as he turned in a nice volume of business. But when he started in to make all kinds of funny allowances with the trade, I had to call a halt. Other salesmen were hearing of it and accusing me of playing favorites, the one sure road to business suicide for a sales manager.

Hawkins Believed in Concessions

Hawkins, it seemed, had been allowed to make concessions in his former work, and when the first month's sales records were published and he ranked along toward tenth on our sales force, it nearly broke his heart. So he started in the second month to set the pace at all costs. And he naturally fell back on price and special terms to put him ahead of the other men.

I didn't realize how bitterly he hated to see his name anywhere but at the top of the list, and he would be the last man to admit it; but when I called him in, I began to realize that his eagerness to sell was due to the idea he had that we expected him to lead, and that we would feel as though we had hired a lemon if he failed to lead. You can't help admiring a man of

this type, but even so you can't afford to let him break down established policies of a business.

When I called his attention, at the end of the second month, to some irregularities in his orders, he tried to put.

"I never thought that a concern of this size would quibble over a little matter like thirty days' extra dating. Surely you don't need the money!" Plain type cannot convey the tone of sarcasm he put into those words.

Taming a Wild One

"Listen to me a minute, Hawkins," I said, before he had time to cool down. "I hired you because I thought you were full of sporting blood—because I thought you were a man who played the game. Suppose you organized a ball team. Would you want to have ten players on your side, just for the privilege of beating every opposing team? Why certainly you would not! And you wouldn't play with anyone who demanded such odds. Now that's just what you are doing when you begin to cut prices and make concessions. You are getting the benefit of an extra player. You are like the race horse man who bribes the opposing jockey."

I could see that he got the point, but he wasn't quite willing to admit it. He was hot under the collar, but too game to show his anger, and too clever to try to justify himself any further. But he couldn't resist a little argument.

"I don't see the connection," he objected. "Those trifling little concessions were made in the interest of the house. They helped me close some nice business that will be profitable for a long time."

"That isn't the point, Hawkins," I said. "It isn't fair to the other men. If they knew you were shav- ing down a few prices here and there, they would feel that you had

an unfair advantage. And they would be right. So far as the actual money cost of those concessions, we are not going to worry. We never split hairs over a few dollars. That isn't the way we do business; but every salesman who sells for us and every customer who buys from us, gets the same deal. I believe you want to work with an organization like ours, and I know you can hold your own without short cuts of any kind."

Hawkins gave me no more trouble after that, although he still flares up every time he sees anything that looks a bit strange to him. He is the kind of a fellow who keeps a sales manager on his toes.

When I hired Jim Danson, I wrote his former employers. Only one man answered in anything but the most flattering terms. But this one man gave me a cue to Jim's temperament.

Another Case of Temperament

On the bottom of the reference blank this former employer of Danson scribbled in pencil, "Good man, but you have to drive him with a tight rein." So I decided to keep the old four wheel brakes, so to speak, ready for action if Danson broke loose. And it wasn't long until he did break loose.

He was the most sensitive fellow I ever saw. You couldn't question a move he made, offer a suggestion, or correct an error without laying yourself liable to a knock-down-drag-out fight. And he would jump five hundred miles to the home office rather than write a letter of explanation. He was the greatest friend the railroads ever had. He never thought he was working unless he made a Pullman jump every night.

About three months after he started working for us one of the

assistants in the credit department discovered that Danson hadn't been sending in a credit report on new customers. The assistant was a young fellow, and took his title of assistant credit manager with a good sized degree of seriousness. So he wrote Danson a snippy letter requesting that "in the future you do not overlook this vital matter." Danson caught a train and rushed into the office as quickly as if he had been accused of bloody murder, high treason and mayhem.

"I come to see whom I take orders from," he blurted out when I found him sitting at my desk one morning when I arrived, and innocently asked him why he had made such a long jump into the office.

"You're supposed to take orders from everybody who has enough money to pay their bills," I told him, trying to be funny, little dreaming that the matter of credits was uppermost in his mind at that very moment.

When I learned the real cause of his visit to the office, I didn't know whether to be mad or to try to laugh it off. It seemed so childish and uncalled for. But to Danson it was a very serious matter. He reminded me of the cowboy who left Texas and went to Mexico because they strung a telephone wire across the state and restricted his freedom. But Danson was that way. He couldn't take orders.

Selling Danson an Idea

I called over the young assistant credit man and told him in Danson's presence that Danson was out for blood. For a few minutes there was a heated argument. Danson contended that his work was done when he sold the order. He used up all the motheaten old alibis salesmen have used for years when you mention reports of any kind to them. "I'm too busy selling goods to bother about credits. I take it that getting credit dope is your job," he told the credit man.

They argued it pro and con, back and forth until nearly noon. But they talked in circles and arrived nowhere. After a good lunch I cleared up my desk and prepared to spend the afternoon with Danson if necessary, for he was too good a salesman to go

around with an imaginary grievance gnawing at his peace of mind.

"If you were to write in to the office and ask for a sample and the sample man happened to be away, what would you think of me if I refused to send you the sample because I wasn't in the sample department, and because it was the sample man's business to send it?" I asked him.

"You'd think I was pretty small, wouldn't you?" I asked him, before he had a chance to answer.

"It's the same way with the credit department. Your job is to sell goods. But the credit department must collect for them. If you are right there on the job, can you blame them for asking you to send in a report so they won't have to send a man there to get the very same information that you can get without any trouble?"

Handling Cases of Rumor

"There isn't a man in this organization who isn't called on to do the work of some other department or individual once in a while. As a matter of fact getting credit information is as much a part of the salesman's work as putting down the right shipping address on the order. You'd think a man a fool if he didn't get the customer's address. But isn't getting the money much more important than just knowing where to ship the goods?"

Danson began to cool down. Gradually he began to see our side of the matter. I had two or three similar cases where I had to play the role of peacemaker for Danson, but little by little we began to understand each other. I think the trouble was that his former employers had permitted him to run wild whenever he took the notion. Figuratively they ran for cover when he had an outburst. They let him explode all over the lot and then he calmed down of his own accord. But we couldn't let him use those tactics with us. Some of the members of our own organization are more or less volatile of their own accord, and had they been permitted to lock horns with Danson every time he went on a rampage, we would have soon been Herrin's only rival for the title of the bloodiest spot in the country.

The worst type of salesman I've ever had to deal with is the fellow

who is forever carrying rumors, or who is always hearing that somebody is on the inside track in the line for promotion. These fellows spread the most astounding yarns, and I've come to the conclusion that most of them actually believe the yarns they carry. They have fertile imaginations.

When I find a salesman who is carrying tales or spreading discontent, I try to make up my mind whether he is actually trying to make trouble or whether he is just a trifle talkative with little sense of responsibility. If I think a man is actually trying to stir up trouble, I figure that the quicker he is detached from the payroll the better it is for all concerned. But if I think a man is just thoughtless, I wait until he has spread some rumor which can be denied. Then I issue a letter denying the rumor he has started. By the time everyone has showed him the letter and asked him, "Where'd you get that stuff?" he is usually cured. I have known one letter to cure two or three men. But I had made some serious mistakes in trying to cure some of these tale bearers. I have accused some men wrongly and have put my confidence in some of the worst liars I've ever met.

Fire 'Em or Train 'Em?

It seems to me that the better salesman a man is, the more pronounced are some of his weaknesses. We all remember the old type of salesman who went on protracted spees. Some of these fellows were marvels at selling. It was hard to decide which of their specialties they were most skilled in—drinking or selling. As I see the sales manager's job, it is largely a matter of holding these strange traits of men down to the point where they do not interfere with their work or their success. I used to fire every man who started kicking over the traces. Now I try to train him to work in harness. I have failed many times, but some of the best men I have today are men who gave me the most trouble when they started with me.

I remember one fellow named Odell. He was from North Carolina and proud of it. His accent immediately gave him away, but

(Continued on page 188)

Hoover Sales Convention Features Demonstration Plans

One Best Way to Demonstrate Hoover Sweepers Determined by Contest of Star Salesmen From All Over the World



One of the first steps in the twenty-eight point demonstration used by Hoover salesmen is the explanation of carpet construction, showing why the weave of a carpet makes it a good storehouse and a hiding place for dirt.

AN International Demonstration Championship Contest, participated in by star salesmen of Hoover dealers, featured the recent convention of the Hoover Company, makers of Hoover suction sweepers, of North Canton, Ohio. The decision, in which the winner was awarded a cup and a cash prize of \$500, held added interest because of the fact that it was awarded to H. Simpson, a salesman for Selfridge's department store of London, who demonstrated in competition with salesmen from the United States and Canada.

The importance set upon the demonstrating idea by the Hoover Company at their convention indicates the major part that demonstration plays in the sales plan for the Hoover machine.

The demonstration contest is a yearly feature of Hoover conventions. Cash prizes aggregating \$1,900 are offered for the most thoughtful, convincing and complete presentation of the Hoover sales story, which embodies twenty-eight steps, showing why the prospect should buy a Hoover immediately, and six

reasons why she should buy the accessories.

Entries in the contest are made through a series of group demonstration contests held throughout the

correct demonstration is so emphasized by star Hoover salesmen that they agreed, during the convention this year, that a sale never fails where the demonstration is given in at least 65 per cent of its entirety, with the single exception of deference of purchase through positive inability to afford the investment. Sales executives will find the Hoover method of

The "dirt-spread" and the cleaning of a strip down the center of it is a stunt the Hoover men use to tie up their demonstration of the product with Hoover's national advertising, in the illustrations for which this scene has been used continuously.



organization during the year. The semi-finals and finals are staged during the convention itself. Salesmen qualify to attend the convention in three groups—Maximen, Division Top-Notchers, and District Top-Notchers. Those attaining the grade of Maximen reached a very high quota of sales between October 1, 1924, and June 13, 1925; eighty-four men qualified in this division, the first man having earned his place early in January, just fourteen weeks after the contest started. Two more qualified before January had passed.

The Hoover presentation is a sales talk and demonstration that has been worked out by the men in the field from the sum-total of their actual selling experience. It has been refined and coordinated by the men in charge of educational work at the factory, but it is distinctly the product of the men in the field. The importance of

approach decidedly worth study. An officer of the sales department of the Hoover Company explains the Hoover demonstration plan this way:

"The presentation of the Hoover consists of two divisions of work—dissatisfying the prospect with her old cleaning methods and satisfying her with Hoover methods. This result is achieved in a very precise and consecutive procedure which consists of twenty-eight points. There are four objections that are often raised and these have a place in the presentation. When not raised, the men are instructed to endeavor to raise them themselves so that the prospect may be thoroughly sold on her

need for a cleaner and on the merits of our product.

"This, therefore, is a part of the demonstration and consists of a six-step job. Instructing the user in the proper use and care of her Hoover consists of six sections. Of course, this must all be done in proper sequence to be convincing and that is why such stress is laid upon this part of the work."

The first photograph accompanying this article shows one of the first stages in the Hoover demonstration, where the salesman explains carpet construction, and shows how the carpet's peculiarities make it a store house for dirt, making clear to her how deeply dirt can embed itself in the base of the carpet.

The Tie-Up With Advertising

The other photos illustrate stages further along in the sale. The prospect has, under the salesman's guidance and direction, cleaned a portion of her rug. He has emptied the dust bag of the dirt taken out of her rug. Then, to give her a picture of what her rugs really look like under the surface, he spreads the swept-up dirt back upon the carpet. This usually proves a distinct shock, putting the dirt back upon the clean carpet.

But here the salesman makes a move which is an interesting tie-up with Hoover national advertising. He runs the Hoover through the mass of dirt, as shown in the third photograph on page 145, thus reproducing the picture which has featured all Hoover advertising, the "cleaned strip" on a dirty rug. The final steps consist of the demonstration of attachments and the instructions to the user on the care and adjustment of her machine.

In the competitive demonstrations, salesmen are graded on each of the twenty-eight points of the main demonstration and the six points of each of the two supplementary demonstrations. An interesting compilation of the average grades of the 219 winners of the group contests held this year shows that the Hoover salesman generally performs about 75 per cent of the complete demonstration.

Another unusual feature of the convention was the acceptance by the delegates of a minimum work plan, which will, in effect, establish

a dollar value for each hour spent in work. It brought out that there is a good deal of lost motion in every salesman's day, and it seeks to eliminate or utilize the ten to forty-five-minute intervals which occur so often during the working day.

"Several years ago it took us twenty-two days to complete a Hoover," said Fowler Manning, sales manager of the company, in laying the plan before the salesmen. "Today, through systematic time-saving study, we have reduced this until it takes but seven hours to put a Hoover through the plant. We believe that the same methods applied to the salesman's time studying the operations used in making a sale and improving the steps will result in speeding up the sale and making each hour of the salesman's time more productive."

Mr. Manning went on to quote definite figures regarding the wasting of time and stated that the men who worked the hardest and the men who put in their time in pursuing a definite sales plan were the ones whose time returned them the greatest dividends per hour. He stated that the successful Hoover salesman, the man who worked a plan and knew what he was doing and going to do, made two and one half times as much per hour as the unsuccessful man who wasted time in indecision, lost motion, hesitancy and procrastination.

Cutting Down Lost Motion

"Every Hoover salesman is entitled to as good an opportunity as we can make for him," he said further. "We owe him a plan that will enable him to gain as much success as his talents and ability warrant." Then he explained the Daily Work Program and, to prove how well estimates worked out in actual practice, gave definite figures as to the operation of the plan to substantiate the statement that average earnings per hour had increased with those men who have used the plan a greater time than the general average.

Representatives came to the Hoover sales convention from the United States, Canada, England, Denmark, Holland, Sweden and Switzerland, some coming 3,000 miles, all having their traveling and accommodation expenses paid. The

program included a trip through the factory, a gigantic parade, sport tournaments, a vaudeville night, and other entertainment features.

The parade, an impressive review which the entire local populace turned out to witness, was made up of a series of elaborate floats, each of which was designed to drive home some point in connection with the selling of the Hoover suction sweeper. Typical of the floats was a mammoth crown symbolical of the tribute to the successful Maximen; the "Four Horsemen," representing "Advertising," "Sales," "Good Will" and "Service"; a prehistoric monster representing the germs in dirt, snorted and spouted dust from its mouth; the minute men of Colonial New England, carrying old flintlock muskets, perched on a rocky outpost beneath a banner, "1775—The Minute Men Started to Clean Up; 1925—Hoover Men Continue It." Division 8600 had another interesting float—a giant English Walnut, with a wedge in the side which was hit at frequent intervals by a sledge hammer in the hands of a husky character. This float bore the words, "They Don't Come Too Tough for 8600 to Crack." The advertising department was represented by a large float bearing a windmill, the sides and vanes of which were completely covered with pieces of Hoover advertising.

Industrial Advertising Is Eligible for Bok Prizes

Advertisements or advertising campaigns appearing in the business press are eligible for consideration for the Harvard advertising awards, according to an announcement issued by the committee in charge. While no special awards have been provided for industrial or trade advertising as contrasted with consumer advertising, the industrial advertisements and campaigns are eligible for consideration of the awards as set up, which provide three awards of \$2,000 each for campaigns and research, and three \$1,000 awards for meritorious individual advertisements.

For the current year advertising published during the period October 1, 1924, to January 1, 1926, is eligible for consideration.

Up or Out?

When the advertising manager outgrows his job, should he seek another advertising chair or step into the sales manager's shoes?

By an Ex-Advertising Manager

NOT long ago I was lifted from the chair of advertising manager of my concern to the chair of sales management. I had planned and hoped for this for two years, and I am correspondingly happy.

May I, therefore, be pardoned if I feel like discussing the subject of where does an advertising manager go from here? I believe it is a question which every live advertising manager asks himself, and which he frequently debates with himself. Shall he stay an advertising manager all his life?

Shall he look for advancement within his company, or for a job as advertising manager of a larger company, at a larger salary? Shall he be, in short, a professional man or a business man?

As I see it, here is a fundamental choice an advertising manager has to make, and the sooner he makes it the wiser he is. Shall he regard himself entirely as a professional advertising man who always wants to be an advertising manager, even though with another and larger company; or shall he regard himself as rather permanently in the line of trade he is in, and look for his advancement by progression in function, to the higher executive offices of his company? Shall he aim to become an officer of the company, a sales manager, a general manager, a president of his company?

If an advertising manager is a "live wire" he does not want to stagnate in one place. If he has well-rounded business ability and ambition, he is sure to look beyond the routine of advertising procedure and wish to move forward in

In reading this story, if you will substitute the title, "sales manager" for advertising manager, you'll find a discussion of the average sales manager's problems as well as the problems of the advertising manager. Should the sales manager try to fit himself for the general manager's job, or should he look upon himself as a journeyman sales manager hopping from job to job because he "can sell anything?"

Boiled down, the problem is this: Should any executive in the sales or advertising department look upon himself as a sales manager or an advertising manager, or should he consider himself a "shoe man," a "hardware man," or "typewriter man," depending upon the industry he is in? If he considers himself in the latter light, he will probably learn the business from Dan to Beersheba, and fit himself to become an officer in the company.

function. He may have a deep-rooted love for advertising technique, and ask nothing more of life than to continue to his last day to tackle the admittedly fascinating problems of good advertising. If so, he is certainly worthy of every respect, for he conceives his work in the light of a profession.

But I, for one, am of the "other persuasion." I don't want to be a professional advertising man. I want to be a business man—a business executive—and rise in my industry, rather than in the advertising profession. I came to this decision three years ago and began to study what should be my next step. I figured out that sales management was the very logical next step, and I began an intensive study of it. I had daily close contact with it, and I began to work in closer harmony with the sales department than before my decision. I was a better advertising manager because of my deep interest in and ambition toward sales management. I did a great deal of reading on the subject. My ambition came to be known, and (this is

why I write anonymously): when our sales manager, who was a rather "old timer," appeared to be incapable of lifting the company's sales department out of the slough it fell into, I was given the job. I liked it immensely, and I am a better sales manager by far because I have been an advertising manager.

But already I am taking a long look ahead. I do not want to be a sales manager all my life, any more than I wanted to be an advertising manager. I may hold this job five or six years, maybe longer; but I hope to

deserve the place of vice president in charge of sales or even general manager. As I can speak freely, my name being unknown to you, I will even say that I am rash enough to have ultimate hopes of the presidency of this company. Why not?

A company must have a president, and two years ago a man was made president of the company who had been a production manager and who never before had any knowledge of our type of goods. This is a frequent occurrence in business today.

The presidency of a live company today goes to a good executive; and that's my particular goal. There is today such a thing as executive ability which is hired for that and that alone. It doesn't matter from which of any one of the broad divisions of business you come—sales, finance, production—your next step up depends on your capacity as an executive, pure and simple. So I'm out now to be an executive in every sense of the word. I am aware that the man who knows the selling technique is

today the most logical man to step up toward general management or the presidency of a company. As I have calculated it, there are about two worthy applicants for every job at production or administration, but just about an even supply of sales managers. A scarcity in good sales managers begins to show itself the moment business takes a forward spurt. It takes only a few new companies started, hiring good sales managers away from other companies, to exhaust the supply. There are, I figure, about one and one-half worthy applicants for every job of advertising manager offered. So you see, I figure that I have entered a field distinctly uncrowded, and, moreover, one in which bluff is very hard to indulge in. Few, if any, functions are so readily checkable for success as that of sales management.

Artist or Business Man?

An advertising manager who takes my view of the future is probably a quite different type from the type which looks at advertising as a profession to stay in. Such men tend to take something of the artist's pride in their function and their work. I have none of this; I take my pride not in functional work, but in our business as a unit and in executive work as a general thing. I frankly tire of the details of copy and media; and I was very glad to let our agency have plenty of initiative in these matters.

I was deeply interested in results, but not in the details of the steps toward these results. I didn't, in other words, fondle my work as advertising manager as I believe a professional advertising man should and does. A born lawyer or doctor loves his "cases"; a born professional advertising manager loves his ads and his campaigns. Not I. Advertising has always been to me a means to a business end, and not much of an end in itself. Therefore I consider myself well out of it. I find myself more and more thinking in terms of the executive aims of our business; and that thrill I once had in the pictures, the ads, the proofs, the mystery of psychological appeals, the beauty of type and art work is largely gone.

It seems to me that an advertising man must early determine whether he is more artist and craftsman than business man. I have been long enough in the advertising field perhaps to be permitted to say that this is a crucial test which many advertising men fumble, and one might even say, stumble over. They do not quite understand themselves or this distinction. They get an "inferiority complex" when they realize that they are not really hard-boiled business men and have something of the artist's reaction to business. They often let others in their company disparage this element in themselves.

They sit in conferences, and their fellow executives quickly enough discover "a streak of impracticality," or a rather vivid imagination, or a capacity for idealism—or other earmarks of a man of high sensibility, education, culture and imagination. This is entirely unfair; a certain part of the advertising manager's job calls for just these qualities; and often it is precisely these qualities which make him a good professional advertising man—and in fact a good man to have in a business to see it from a different angle; to bring to it the intangible, outside point of view.

The Advertising Man's Future

I admit I am not of this breed; therefore I am not a permanent part of the advertising profession. I wonder how many like me there are. I see other men move up and out of the ranks of advertising managers, into businesses of their own; into sales managerships, or combination sales-and-advertising-managerships. They have, no doubt, also used advertising managership as a rung in a business ladder, not as a permanent plane of activity.

And what of the next step upward for the professional type of advertising man? Well, he has two broad roads of progress. He can become advertising manager of larger and more active companies. Or he can go into the advertising agency field. This latter is very logical. I know a man who was only a mediocre advertising manager who later became a particularly able agent. The reason was simple: he had a most fertile mind,

and under the handicap of being with one company, it usually transpired that he lost interest in an idea by the time it took to apply it. He had too many good ideas for one business; that's the blunt truth. He was thinking too fast for one company. But as an advertising agent he had many clients, and his powerful artesian well of ideas could keep these various clients well "watered." They all think he is a whiz; whereas when he was an advertising manager, the other executives considered him something of a dreamer and a "nut" because he had so many ideas. Yet today, the heads of that company admit that one or two of his ideas have been the foundation stones of its success. He was an artist in the realm of advertising ideas; therefore he is, incontestably, a professional advertising man.

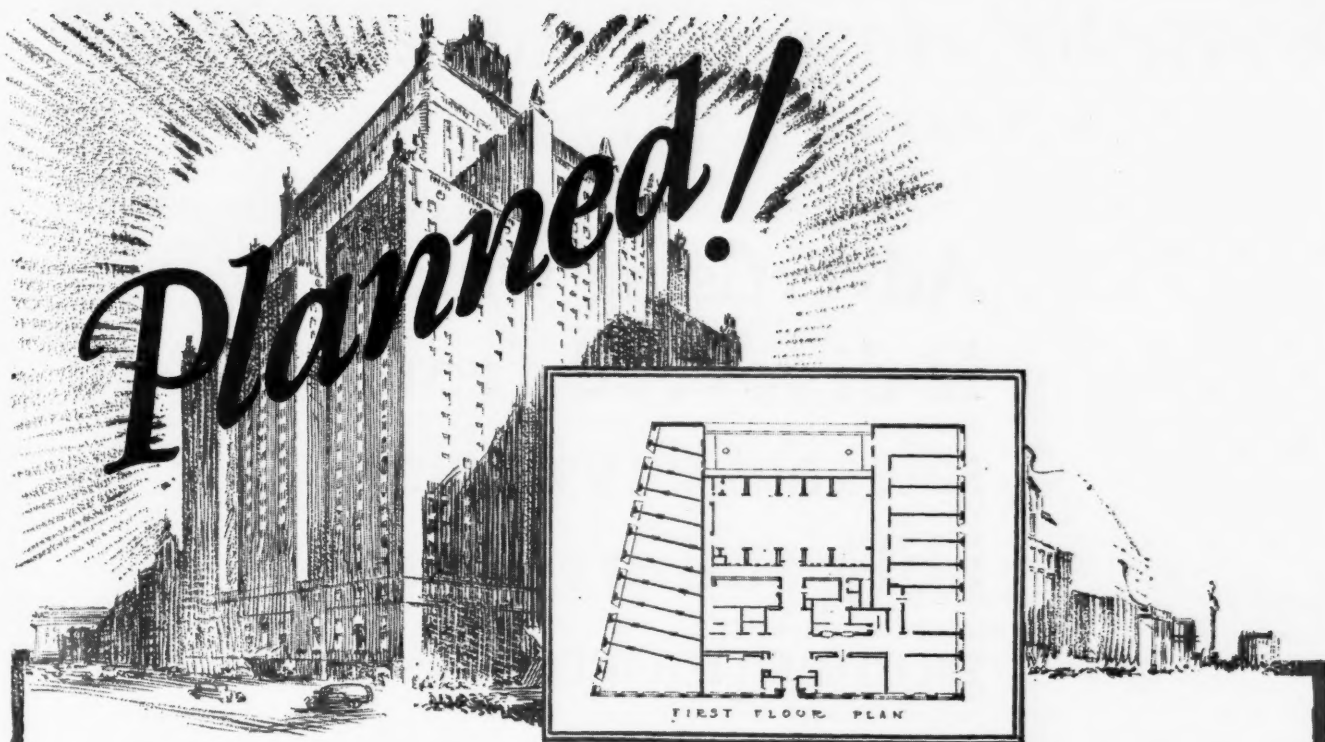
Both Types Have Their Place

I would not attempt to compare these two types of advertising men; they are incomparable. Some business men have a half-hidden contempt for the purely professional adman, but I certainly do not. The hard-boiled business man type, such as, let us say I am, has rather been in the ascendant in advertising management, if I am a good observer, but he has his limitations too, as any good advertising agent knows. He has too short a perspective on sales and advertising matters.

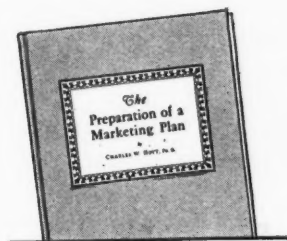
Perhaps this record of my own thoughts and development may give someone else a bit of clarity of vision about myself—or it may open up some interesting controversy. I hope it will, for to me the points I have brought out here are very real and very vital.

Chicago Ad-Men Hold Golf Tournament

The Advertising Council of the Chicago Association of Commerce held its first annual golf tournament Thursday, July 23. More than 100 members of the council entered the tournament. William M. Parkes won the sixteen inch cup offered for low net score; his score was 71. R. C. Wilson won the prize for the low gross score, with a card of 76.



How can men build such structures?



MANY years ago the head of this company delivered an address in the Course of Business Administration at one of the leading universities. The subject was "The Preparation of a Marketing Plan."

The text of this address describes the fundamentals of the methods which we employ here when we have an opportunity to plan in advance for a new business structure or to plan improvements for an old business.

This address has been printed in booklet form. A copy will be sent free, on application, to any executive.

THE man who earns his livelihood by selling or advertising should not be too complacent as to his ability and skill. He should study the achievements of men in other lines of work.

Let him view the present type of gigantic skyscraper. Let him ask himself, "Have I the brains, the skill and the know-how which makes it possible for a man to create a structure such as this?"

Yet such gigantic monuments to the skill of men are the result of doing a large number of comparatively small things in a careful way. The final result is possible because everything has been *planned* in advance. Down to the last bolt and nut everything is thought out and provided for.

So, in marketing, which embraces advertising and selling, we, the Charles W. Hoyt Company, Inc., apply the methods of the engineer. We slight nothing.

A great American merchant recently said, "The business men of tomorrow must have the engineer-mind." Business problems of marketing today require an application of the engineering point of view. We are engineers first and merchants afterward. We plan. We work by "methods" which are derived from standard practices that have been set up because of years of experience.

CHARLES W. HOYT COMPANY, INC.

PLANNED ADVERTISING

Reg. U. S. Pat. Office

Dept. A9 116 West 32nd Street, New York
Boston Springfield, Mass.

(Charter Member A. A. A. A., Member A. B. C., Stockholder National Outdoor Bureau)

Advertising which
is divorced from
sales activity invari-
ably suffers from
non-support.

McJunkin Advertising Company

Dominant Idea Advertising
Outdoor • Newspaper • Magazine
5 South Wabash Avenue, Chicago

This Bonus Plan Prevents Salesmen From Playing Favorites

Salesmen Can't Rest on Their Oars After a Spurt When Quotas Are Figured On a Month-to-Month, Instead of a Yearly Basis

By Ruel McDaniel

WHETHER to pay salary, commission, salary and bonus, commission and bonus and still more complicated combinations of these plans, has long been a problem before the sales manager and the higher executives of both manufacturing and jobbing concerns; or any firm, in fact, hiring more than one salesman.

Some sort of bonus plan, whereby a man can earn extra cash compensation above his regular salary or his usual commission, has always been an excellent thing from the standpoint of the salesman; but not always has it worked out to the best interests of the firm. For example, if a manufacturer or jobber selling a variety of lines, even though closely related, offers a bonus to all salesmen making specified sales records over a period of time, the salesmen are likely to work with that sales figure shining out before them as a goal.

When Selling Is Lop-Sided

How they accomplish this goal is not so important to them, as a usual thing, as the making of the quota. If there are a number of lines of goods to be sold, it is reasonable to think that the men will place extra stress upon the articles or models which sell best and for the most money, and allow those in less demand and which probably do not sell for as much, slide along under their own weak momentum.

Again, it is easily possible for a man to concentrate his selling efforts on his most productive territory during a period when it is highly desirable for him to make an excellent showing, letting his thinner, less productive towns wobble along as best they can until the specified period is over.

Just as important, too, as either of the foregoing instances, is the

case of inducing salesmen to push a new product or line. This is especially true of jobbers, who have so many new lines to introduce in the course of a year. If a man is galloping along at top speed with a shining bonus mentally perched upon a peak ahead of him, he is likely to consider lightly the suggestions from the house as to how important it is that he properly introduce the new lines that come on the market; and especially if there is little natural demand for the articles already. He can't see how it could pay him to spend his time "missionarying" for these unknowns, when he has customers waiting to give him orders for staple merchandise.

How Quotas Are Determined

These are some of the objections found in the payment of a bonus based upon a straight volume of sales, whether a man works on straight salary or commission. But there are firms who are paying their men bonuses and finding it highly satisfactory and profitable, both to the firm and the men.

The Southern Equipment Company, automotive, radio and electrical jobbers of San Antonio, Texas, is a concern in question. For a number of years this company has been paying its force of salesmen, numbering between fifteen and twenty, a bonus on sales in addition to salary, and the plan of payment is entirely successful, according to J. B. Gilmer, sales manager.

The territory covered by the company—and this includes most of Texas and Mexico—is carefully zoned, by counties. By taking the sales records for these various zones over a five-year period, the company estimates, at the beginning of each year, just what each district ought to produce in total sales during the coming twelve

months. In figuring this quota more than the sales records of previous years is of course considered. A check is made of the increase in the number of automobiles in use in the various counties, and for each county a certain amount of business is figured for each car in use, this sum varying from a little over two dollars in the counties remote from the headquarters and where competition is especially strong, to as high as twelve and a half dollars in the company's own county. These quotas are not only figured in straight volume, but they are broken down into percentages for each item in the line. The firm knows, for instance, just how many pistons of a certain make should be sold in each district within a year's time; and so on down the line with several important items.

Selling the Full Line

Although the firm knows at the beginning of the year just what each salesman's quota is for the entire year, it is made known to him only in monthly parts, and at the beginning of each month. So far as the salesman is concerned, each month constitutes a quota all its own, and the record made during the previous months has nothing to do one way or the other with his bonus for the current month.

Of course, the first thing the salesman must do, on his drive to bonusdom, is to make his general quota. But the selling of merchandise totaling a sum set as his quota does not actually earn his bonus by any means, unless he has complied with other specifications. And here is where this firm's system puts in its valuable work.

In addition to selling his quota for the month, the man must likewise sell the pre-determined quota in at least 60 per cent of the

(Continued on page 189)

The Old Campaigner Picks an Agency

What Happened When One of the Old Boys Put His Account on the Auction Block and the Agents Began to Bid for It

By Milton Goodman

"IT was this way," said the Old Campaigner, as he passed the cigars. "The business was going ahead right enough and the old agency was doing pretty well by us, but some of our young fellows were restless. They wanted action. 'Look at Sunburnt Prunes' they'd say to me. Or, 'Did you see what Schoolgirl Soap is doing?' or, 'Why can't we have ads like Breth-erine?'"

"I held out as long as I could, but when the year was up with the old agency, I told them the bad news—promising them only a chance to hold the business against the field. Meanwhile the boys had begun exposing themselves to solicitation from several other agencies. In no time the several grew to twenty-five. Talk about whispering galleries! The advertising agencies have a secret communication system all their own. Or perhaps their solicitors smell account changes in the air. Marvelous fellows, those solicitors!"

Another Kind of Standardization

"They certainly know their stuff—you could switch 'em around to represent each other's concerns and it would make no difference! It soon became clear that all their talking would get us nowhere. We asked them to show us something. What? Nothing doing! Against the rules—ethics and then some. After which each and every one proceeded to show something. If it wasn't a finished ad all set up in type, it was a beautiful painting made by hand. The more ethical ones submitted 'visualizations,' inasmuch as the rules didn't permit them to submit sketches. The very most ethical submitted special research reports made for us at about fifty times the cost of the outlawed sketches and copy.

"Our young fellows liked the art work of one agency, but they preferred the copy of another. A third agency earned a good deal of praise for its field research made in our

behalf. We couldn't agree on one of the three. Anyway, our old agency was showing us something—president of the company came to solicit us in person. It was the first time the boys had ever met him. He certainly impressed them with his knowledge of our problems. And he had the same background talk for his agency that all the strange solicitors had. What was the use of changing?—they began to ask. Right there was where I stepped in.

Six Rules for Closing

"'Look here, boys,' I said. 'There are a lot of good advertising agencies. But you don't do business with an agency, but with men. Agencies are not like other manufacturers—their product isn't delivered to you from stock. It is made to order. It is so very personal an order that I'll say this, flat: an advertising agency is as good as the man it assigns to do your job. And no matter what they tell you, some one man must do your job. Departments for this and chiefs of that are bound to be routineers. What you get, I repeat, is up to some one man. At worst that man is yourself. Usually, he is what the agencies call the 'Account Executive.' At best, he is the head or one of the heads of the agency.

"'Now, I'm not going to pick our agency for the new campaign. I'm going to leave it to you young fellows. But I want to say this: You can't afford to go through this windy, wasteful process every year. Pick for keeps. And if you want them—here are a few rules to guide your thinking!"

OLD CAMPAIGNER'S SIX RULES FOR CHOOSING AN AGENCY

1. Open the window.
2. Pull the watch on Research, Merchandising, etc., after four and one-half minutes.
3. Remember that after the market studies and the conferences are over some copy will have to be written.
4. Keep your eye on the ball—you are

choosing advertising agents, and advertising is what you are buying. Ask me to resign as Sales Manager if that is where we are weak.

5. Pick an outfit that can write. We know how to talk.

6. Like the fellows—you will be doing business with them for a long time.

"Who got the business?"

The Old Campaigner leaned back in his chair and chuckled.

"Why," he said, "this man Munsey was just then consolidating newspapers—combining the best features of each, and it sort of gave the boys an idea.

"They specified the artist of the art agency, copied the copy of the copy agent, used the research of the research agency."

Billy Lands the Account

"And stayed with the old agency I suppose?"

"Not on your life!" replied the Old Campaigner. "Along comes my old pal, Billy B—, and tells me his son Jack is with one of the big agents, and, other things being equal, wouldn't I give him the preference.

"Sure enough, son Jack turns up with the regular copyrighted solicitation. Things being equal, we gave him the account. And darned if our advertising isn't 'most as good as it used to be!"

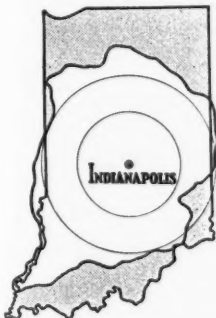
Yearly Bank Advertising Totals \$40,000,000

John W. Prentiss of Hornblower & Weeks, last year's president of the Investment Bankers' Association, has estimated that the investment bankers of the country spend \$40,000,000 annually in advertising. "I predict that in another ten years' time the members of the Investment Bankers' Association, instead of spending \$40,000,000 a year in advertising, will be spending \$80,000,000 a year, and if they do not, their business is going backward," he said today.



Making the grocer buy

Selling a grocer a product on its merits, simply because it is a good product, is incredibly difficult. "Create a demand for it and I'll buy" is his unanswerable defense. The grocer doesn't buy for his own use. He buys to re-sell at a profit. Quality is important only so far as it affects salability. Advertising—definite, absolute assurance of an actual consumer demand—is a sales argument beyond all price. It sells the grocer.



The population of Indianapolis and the Indianapolis Radius is 1,992,713. This is therefore one of the primary markets of the United States, completely dominated by one great newspaper—The Indianapolis News. You should know more about this market!

INDIANAPOLIS Radius grocers are keen, alert, progressive. Competition is so keen they *must* be to survive. They know and respect the tremendous consumer influence of The Indianapolis News. They have made substantial profits from products advertised in The News. They have seen worthy products fail without it. They know what The News does for them.

There is no sentiment in the loyalty of these grocers to The News. Just clear, cold, sound reasoning and *experience*. If any other newspaper could do as much, they would be loyal to it. But no other Indianapolis newspaper does—or *can*.

Salesmen calling on the grocery trade in the Indianapolis Radius, armed with a portfolio of News advertising, and a letter of introduction from The News—both of which are supplied with non-cancellable contracts for

space—are assured in advance of a welcome and a substantial sales volume. Trying to stock a new product on Indianapolis Radius grocers' shelves *without* News advertising is a costly and difficult undertaking!

In 1924, The Indianapolis News carried the tremendous total of 999,415 lines of advertising on food and grocery products. This was *two and a half times* as much as all other newspapers in Indianapolis carried in their more than twice as many issues. If The News had not consistently produced more results per dollar, could it possibly have won this overwhelming endorsement?

News leadership in food advertising is indicative of all other classifications. The News carried more paid advertising in 1924 than all other Indianapolis newspapers combined (6 issues a week against 13). Same thing in 1923. *Proof!*

The News has recently completed a costly and accurate survey of all newspaper circulations in Indianapolis. If you have not received a copy of the tabulation, write for your copy today.

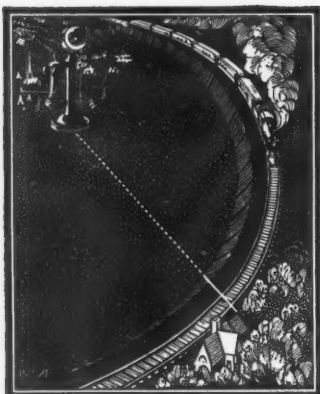
The INDIANAPOLIS NEWS

Chicago
J. E. Lutz
The Tower Building

Frank T. Carroll, Advertising Manager

New York
Dan A. Carroll
110 East 42nd Street

The MAN Who Took a Short Cut



THE SALES MANAGER of a mid-west concern learned of a large order about to be placed by a firm situated hundreds of miles away. He knew that others were after the deal and feared it would be closed before his representative could arrive. He called the firm on the long distance telephone to ask them to hold the order until he could send a salesman. It wasn't necessary. He got the order himself, then and there.

THOUSANDS of other salesmen and sales executives are finding that the worry, expense and delay of a personal trip can be saved, in many cases, by using the telephone. A long distance call is the comfortable, inexpensive way to go. It inspires confidence—it is evidence of a desire to serve. The saving in dollars of the long distance telephone to the business men of America amounts to millions annually.

Do you in your daily business turn to the Long Distance telephone only in an emergency, or as a dependable conservator of time? It will serve you in buying, making appointments, straightening out

collections, meeting customers and prospects, making sales, and in many other ways. One concern has six regular telephone salesmen, who average \$27,135 in sales each working day.

The Commercial Department of the Bell company in your city will gladly show you, free, numerous ways in which the long distance telephone can serve your business. In the meantime, put Long Distance to work. It will serve you in distant states and cities just as it now serves you locally. The telephone on your desk will reach whatever man or concern you want, now. *Number, please?*

BELL LONG DISTANCE SERVICE



One Mailing Wins Cooperation of 3,600 Jobbers' Salesmen

Jobbers Respond Liberally When Three In One Oil Company Outlines Plans for Cashing In on Advertising

By Edwin H. Shanks

NAMES of 3,600 jobbers' salesmen received from 355 jobbers, a return of 10 per cent from a single mailing, constitute the result of a recent plan used by the Three In One Oil Company, New York City, according to Walter I. Willis, vice president of the company. The effectiveness of the plan is largely attributed to its "pivot" feature, the so-called "79 Use" circular.

This feature circular carried a chart on the inside spread visualizing seventy-nine uses of 3 In One Oil in the home. On the opposite side were itemized many suggestions of interest to the housewife, all of which showed uses for the oil in every room of the house. The circular was folded to resemble a booklet, with appropriate cover design, and prominently marked, "Keep This for Reference." National advertising with coupon attached offered the "79 Use" circular, and simultaneously the plan to arouse the interest of jobbers and their salesmen was turned loose.

Many times during the year there comes to our attention plans that are operated for the purpose of "lining up the jobber," but which turn out to be complete failures or in some cases mediocre producers. The jobber is approached by so many "propositions" that he has learned to look at all of them with a very skeptical eye. When in doubt, requests for preferred attention necessarily go into the well fed file under the jobber's desk. Even many originators of such "propositions" will admit that they fall in the doubtful

class after a few months have rolled around, and they have had time to reflect. The large number of products handled by the jobber makes it impossible to give special attention to some particular item whenever requested. Only an especially effective plan accomplishes this, as our readers know from experience.

First of all, in the Three In One plan, 6,000 jobbers of the hardware, grocery, drug and auto accessory lines mostly, scattered over the United States and Canada, received a letter asking their cooperation in placing in the hands of the jobber's salesmen one of the circulars entitled, "79 Uses for '3 in One' Oil in Your Home." The home addresses of the salesmen were requested. The jobber was

also given the option of sending in a statement of the number of circulars he would distribute if he would not supply a list of salesmen. This letter was signed by the vice president. It carried a sample of the "pivot" features of the plan, the "79 Use" circular, and a reprint of the advertisement for national magazines which was promoting unusual interest and wide distribution of the circular.

The combination served to "put the jobber into the picture." With a sample of the "pivot" feature in his hand and something with which to visualize the advertising that was stirring up interest in the "79 Use" circular, the jobber could easily see how one step on his part would help him cash in on the situation. This step was largely



This is the "pivot" piece in the plan. The method for charting uses of the product in every room of the home, is plainly shown.

J. HOBBS & CO., INCORPORATED
JAMES L. STEWART, CHAIRMAN
WALTER I. WILLIS, VICE PRESIDENT
100 N. HEDENBERG, NEW YORK

CABLE ADDRESS "ASPEPONG" NEW YORK

THE FINEST OIL THAT MAN PRODUCES—SUITED FOR A THOUSAND USES

ESTABLISHED 1894
INCORPORATED 1899
CAPITAL \$1,000,000



THREE IN ONE OIL COMPANY

ONE THIRTY WILLIAM STREET

NEW YORK



Gentlemen:

"79 USES IN YOUR HOME"

May we have your cooperation in placing in the hands of each and every one of your salesmen one of these circulars entitled "79 Uses For '3 in One' Oil In Your Home." We believe that your salesmen, possessing this information, will take an even greater interest in the resale of "3 in One" Oil to dealers and thereby stimulate your sales and profits.

This can be accomplished either by giving us the names of your salesmen and their home addresses (so that we can mail a circular direct to them); or, by telling us the number of salesmen you have, and, therefore, the number of copies of the circulars you would be willing to distribute among them.

To simplify matters, just return this letter with either the names and addresses of your salesmen on the reverse side, or indicate below the equivalent number of circulars you wish us to send to you for such distribution.

By the way, - how is your stock of "3 in One" Oil? Have you all four sizes? Ask your stock clerk to give you a report at once.

Thanking you in advance for your cooperation and awaiting your reply, we are

Very truly yours,

THREE IN ONE OIL COMPANY

Walter I. Willis

Vice-President

Enclosure
WIV/CR

THE ONE BEST OIL BEYOND DISPUTE—NEVER TAKE A SUBSTITUTE

The letter which brought in 3,600 names and addresses of jobbers' salesmen, besides other results tabulated.

to get a "79 Use" circular into the hands of his salesmen.

The pivot feature sold itself. More than 20,000 circulars were requested by 270 of the jobbers responding. This was in addition to the 355 jobbers who furnished the names of approximately 3,600 salesmen. A total of 625 replies was received.

This points to the need of making the "pivot" feature carry itself. Many of the plans we have observed during the past few months have had master pieces in the letters asking for the cooperation of the jobbers' salesmen. A letter expert might estimate a high percentage of replies from these letters. But they failed to produce because the plan didn't have the right kind of a "pivot" piece.

The next step in the Three In One plan was to mail to each of the jobbers' salesmen, in a personally addressed envelope, a sample of the "79 Use" circular accompanied by the following letter:

THE ONE-TIME, MANY-TIME SELLER

To Our Many Salesmen Friends:

The ideal of every ambitious salesman is the "one-call" sale—where you walk in, show your line, and depart with a signed order.

Three in One Oil is the One-Time, Many-Time seller. Your customers buy it, not once—but again and again.

We believe that if you will give the "once over" to the enclosed "79 Use" circular and the "Broadcast Story" on pages 2 and 3 of this letterhead, you will know more about the numerous and efficient uses for "Three in One" and take an even greater interest in its resale.

Is there any other nationally advertised product that gives you larger and more frequent profits? It sells like a staple, yet pays the big profits of a specialty.

Oh yes, be sure to read the reprint on page 4.

Thanking you for your past and future co-operation, we are,

Cordially yours,

THREE IN ONE OIL COMPANY

(Signed) WALTER I. WILLIS,
Vice President.

On the inside pages of the four-page letterhead carrying this letter, a radio loud-speaker idea was used to show how the 3-in-One "story" is being broadcasted by the 1925 advertising. An outline of the company's advertising was presented in this spread. On the back of the letterhead there appeared a reprint of the advertisement used in national magazines to promote wide distribution of the "79 Use" circular.

The introduction of the "one-call" idea, and the method of giving a little different twist to the matter of repeat business, are worthy of special note. Also, the fact that the letter presents its message with brevity in the salesman's own language and from his point of view.

However, the credit for the success of the plan cannot be given to the letter. This letter had for its (Continued on page 192)



A coupon on the "Window Washing" advertisements in national magazines offered to send the "79 Uses."

Watching the Score Boards In Louisville

Advertising Lineage for the First Five Months of 1925

MORNING GAME

	Local Display Lineage	Foreign Lineage	Classified Lineage	Total Lineage
The Courier-Journal	1,415,122	685,564	794,494	2,904,284
Second Morning Newspaper	654,039	268,481	339,325	1,383,882

AFTERNOON GAME

	Local Display Lineage	Foreign Lineage	Classified Lineage	Total Lineage
The Louisville Times	3,073,597	721,234	790,142	4,597,626
Second Afternoon Newspaper	1,423,905	298,817	316,800	2,050,410

SUNDAY GAME

	Local Display Lineage	Foreign Lineage	Classified Lineage	Total Lineage
The Sunday Courier-Journal	1,974,494	329,581	348,085	2,655,110
Second Sunday Newspaper	1,578,628	159,899	163,885	1,905,160

NOTES OF THE GAME—

The circulation of The Daily Courier-Journal is now over 62,000. It leads in the morning field by over 23,000.

The circulation of The Louisville Times is now over 65,000. It leads in the afternoon field by over 25,000.

The circulation of The Sunday Courier-Journal is now over 95,000. It leads in the Sunday field by over 34,000.

The Courier-Journal

THE LOUISVILLE TIMES

Represented Nationally by the S. C. Beckwith Special Agency

Have you seen our Auto Chart

that gives cars by makes by states?

A CHART has been prepared carefully by the *Oklahoma Farmer-Stockman* that will prove interesting and valuable in the hands of every automobile, tire, and accessory manufacturer or distributor in the United States.

This chart is small, 11 x 25, neatly and clearly printed, giving at a glance the distribution of passenger automobiles by makes by states as of January 1, 1925.

The *Oklahoma Farmer-Stockman* wants you to have one of these charts. There is no obligation. Just indicate your desire on the coupon below. We shall enjoy being of service.

Last year Oklahoma ranked fifth in the total value of agricultural products, being first in broom corn, second in cotton, and fourth in wheat.

The *Oklahoma Farmer-Stockman* is the only farm paper in Oklahoma through which to cultivate the State's wealthy farm market. The *Oklahoma Farmer-Stockman* reaches more than 65% of the farm homes in Oklahoma.

The OKLAHOMA FARMER-STOCKMAN

Carl Williams—Editor
Ralph Miller—Advertising Manager
E. Katz Special Advertising Agency
New York Chicago Kansas City
Atlanta San Francisco

The OKLAHOMA FARMER-STOCKMAN,
Oklahoma City, Okla.

Gentlemen:

Please send your 1925 Automobile Chart to me without cost or obligation.

Name

Business

Address

Semi-Monthly

ABC

Oklahoma City

Why We Discontinued Our General Sales Convention

How We Have Worked Out a Successful Plan for Bringing Our Men to Headquarters in Pairs for a Week of Intensive Training

By O. E. Moe

Vice-President, Moe-Bridges Company, Milwaukee, Wisconsin

AFTER our national sales organization was established, we began to think of holding a general sales convention. I suppose every manufacturer who has never held a convention of salesmen thinks it would be a great thing to bring all his men in and show them his factory. We did.

Our business was established in a small way in 1919. It grew rapidly, and in a few years we had about fifty salesmen. By 1922 we thought it was time to hold a sales convention, so we had all the men come in for a week's meeting.

It seemed as though we made a great success. Everybody had a good time and there were speeches and banquets and trips through the factory.

When the novelty of these conventions began to wear off, we started in to check up results. Little by little we realized that the conventions, while outwardly very successful, were in reality nothing more than a sort of social gathering. The men looked upon them as a sort of vacation—a time to get together and enjoy themselves. From a business standpoint they were almost failures.

Too Much of a Good Time

We reached the conclusion that most salesmen regard an annual convention as a general holiday, and I believe most men go to such events with the entertainment features uppermost in their minds. Of course, some of them have the business features strongly in mind also, but the time is usually taken up in sessions where the sales manager and other executives of the business do most of the talking along lines laid out at the home office before the convention begins.

This is all very well, but each salesman has a lot of problems peculiar to himself and his

particular territory. He has little opportunity at a general convention to discuss these specific problems with the various individuals in the home office. Because of the fact that the topics discussed at a general convention must of necessity be subjects of general interest, the individual salesman often returns home without having received any special help regarding his specific problems.

So we decided to adopt a new plan. Early in January, 1925, we put it into effect. This new plan consisted of bringing the men into the factory in pairs. Instead of holding a general convention in 1925 we have two men come in every second week.

Regular Program Carried Out

Of course, there is nothing new in this method, for we know of dozens of companies whose salesmen are constantly visiting the home offices and factories.

But we have a regular program carefully outlined, so that each pair of men who come into the factory receives the benefit of a carefully planned training program, which takes up all their time for two days.

In bringing the men to the factory we have found it to be much better to have one salesman from a country territory and another from a city territory come in at the same time, than to bring in two men from city territories, or two men from rural territories at the same time. Usually the man from a rural territory will pick up many valuable ideas from his contact with the city salesman—he will learn what the more progressive city dealers are doing with our line, how they are displaying it, and how they are going after more business.

We plan to have the men arrive at our office on Monday morning. There is a set schedule for each pair of men. We have printed a form which lists the names of all the men who are to meet the salesmen and outlines the subjects which each of the various officers must explain to the salesmen.

In the two days the men are at the factory they must meet and talk with the president of the company, the vice-president in charge of sales, the sales manager, the factory superintendent, the purchasing agent, the credit manager, the advertising manager, the treasurer, and others, such as the man in charge of central station sales, and the designing department.

Each officer and executive knows what he is to explain, and there is no unnecessary repetition. For example, we require our men to spend some time in the cost department. In this department they are given an opportunity to see just how we figure costs, so that they can tell a buyer, with conviction, that our prices are fair.

Trips Through the Factory

After a man has seen how we figure costs, how each item is priced on a basis of what it costs to produce, and not on the "what can we get for it" basis, he is far more able to combat price arguments than the man who knows nothing of our cost finding and accounting methods. It very often happens that a salesman may get the idea that we are "out of line," on certain numbers. When this happens he usually drops this number and makes little or no attempt to sell it. But when he knows what it actually costs to manufacture it, when he knows the sort of material that goes into it, he is in a position to combat price objections intelligently.



Coal

as a subject for advertising, may seem prosaic. The distributor, however large, handles the same varieties and grades that every other distributor handles, and sells them at about the same prices. He has nothing distinctive or exclusive to advertise, so far as his products are concerned. But the *selling* of coal is another matter.

If you are interested in an out-of-the-ordinary plan for building sales volume for an ordinary product, we shall be glad to show you a plan developed for a large coal company—a program in which every step was definitely charted before a cent was expended for advertising, every element of uncertainty eliminated by preliminary investigations, every feature of it as practical as it is unusual.

If you feel that the selling of coal is too remote from your selling problem to offer usable suggestions, we shall be glad to show you similar plans developed for

*Farm Equipment
Automobile Accessories
Clothes Washers
Printed Products
Books
Phonograph Records
Dairy Equipment
Food Products*

All of these plans are in operation at the present time for one or another of our clients, and in most instances we are in a position to present, not only the plan, but the definite results obtained.

SHIELDS & COLCORD
INCORPORATED
1623 HARVARD TRUST BUILDING
CHICAGO

Each pair of men makes two trips through the factory. The first trip is under the supervision of either the plant superintendent or the production manager, who explains how the various fixtures are made, and gives them the necessary technical information. The second trip through the factory is made under the guidance of the sales manager who points out the various features of our line from a sales standpoint. It often happens that salesmen will go through the factory and still miss a vast amount of information which would be helpful in selling. It is one thing to know that a certain number is made of a certain material, in a certain way; and it is quite another thing to know why these materials are used in order to add salability to the number. Thus, on the first trip they learn how our line is made, and on the second trip they learn the sales points of each step in manufacturing.

Salesmen Are Given Test

After the salesmen have completed their schedule of visits with the various officers and executives of the company, and their visits through the plant, we put them through a brief examination to ascertain what they have learned.

We fully realize that a two-day visit to the factory is not enough to complete a man's training, but it must be remembered that the men who are called in are already experienced salesmen, and have had experience in selling our line.

Before the men leave for their territories, we give them a manual which contains a review of the trips through the factory and their talks with the various members of the headquarters personnel. Each section of the manual is signed by the executive or officer who has covered the subject in person with the salesmen.

This manual is a skeletonized review of the talks given the salesmen by our various executives. The purpose of it is to provide the men with an opportunity to review their trips to the factory after they return to their territories. By going over this manual from time to time they can reconstruct their trip to the factory in their minds and recall what has been explained by the various department heads.

When we add a new man to the sales force we do not bring him in to the factory until after he has been on the road a few weeks and had an opportunity to face some of the problems which we try to cover in the factory visits and the sales manual. It has been our experience that the average salesman will be much keener for information after he has had a few weeks' actual experience in selling our line. He has probably had certain discouragements, and has probably met with problems which seemed insurmountable. In this frame of mind he comes to the factory anxious and willing to learn.

But when men are required to visit the factory first, they have little knowledge of the problems they are going to meet. They are anxious to get out on the road and start selling. For this reason they do not appreciate, as much as they should, the value of study and training. They are too enthusiastic, and they have no background against which to measure the importance of what they learn.

It cost us more than \$5,000 to hold our annual conventions. While the conventions were going on there were no orders coming in. Factory and office routine were upset and the whole business was at a standstill. But under our new plan there is no interference with factory routine whatever. So far the plan has been such a success that we intend to continue it indefinitely.

Dodge Brothers Begin Expansion Program

The largest expansion program in the history of the company has been started by Dodge Brothers, Inc. Five new buildings are already under construction and three others will begin immediately, according to an announcement by F. J. Haynes, president and general manager.

The cost of the new expansion will be approximately \$8,000,000. When the present construction program is completed, the factory will have a capacity of 1,500 cars a day. The present intention is to go into full production on this basis as soon as the new facilities are available.

Hang Your Sign Where People Are



HEALTH TO THE BARLEY MOW



I AM THE ONLY
RUNNING FOOTMAN



Hang your sign where people are

One hundred years ago it was thought enough to have a sign over the door of the place of business.

Today with quantity production and country-wide selling, the manufacturer is wise enough to hang his sign wherever there are enough people to see it.

The quaint signs that once made so gay a show on a business street are really the grandfathers of modern posters, both because they were intended to sell goods, and because they were designed to catch the eye and deliver a message in the most direct way possible.

The sign of a wine-seller was a bush. Hence the proverb, "Good wine needs no bush," meaning a good product needs no advertising.

But the proverb was wrong.

Proverbs frequently are.

What the proverb really means is that good wine will be advertised by its loving friends.

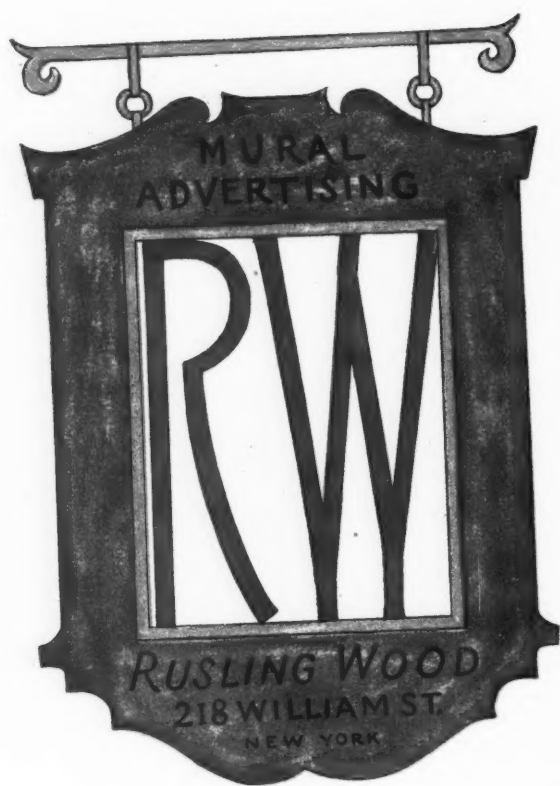
This is all very well if enough loving friends know about the goodness of the wine.

But it wasn't true even in the days when a bush advertised wine.

And it certainly isn't true today when the market is so large and it takes so long for word-of-mouth advertising to go the rounds.

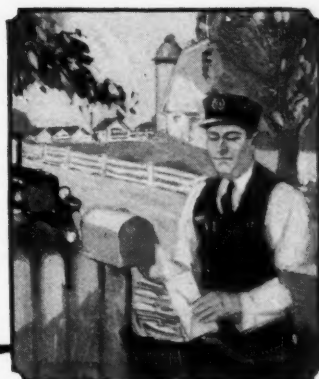
What you need is the kind of advertisement that goes where people are and delivers its message in the most direct form. In short, the posters which go on the poster panels to tell people about your goods, and window displays which tell people where they can buy the goods. It is our specialty to design and reproduce pictures which apply selling ideas to the poster panels and window displays.

RUSLING WOOD, Inc., 218 WILLIAM STREET, N. Y.





BETTER SALES LITERATURE



A Department by S. Roland Hall

Summer Campaign Brings Fifty-Nine Per Cent Returns

SOME advertisers believe that the summer is a good time to let up, especially if they are selling to a group of consumers, like farmers, who are kept very busy during the summer months. The Larowe Milling Company, however, started a direct-mail campaign May 15, running through to July 28. This concern canvassed a list of 1,292 dealers and succeeded in getting 775 of them to send in lists—59 per cent—which seems like a crackerjack return.

As indicated by Exhibits 1 and 2, the campaign had a real summer-time atmosphere to it, which possibly accounts for the fine percentage obtained. Season is one of the best helps to effective advertising, if you use the season idea in the right way. If you do not believe this, just observe how the coal companies are inducing folks to fill their cellars with fuel when the thermometer is running from 90 to 105.

The mailing side of the folders carried a few words of copy as a key to the message inside, and some simple, bold art work in two colors clearly suggesting the subject matter. On the second fold the copy was designed principally to sell the idea that farm

animals must be fed grain in the summer time, even though they have plenty of grass. The full size of the sheet was a spread, one of which is reproduced on this page.

ADVERTISERS these days are apparently giving a great deal of thought to economy, convenience and permanence in the mailing of sales literature. Several concerns have worked out an order blank that may be folded in such a way that the blank finally becomes its own envelope—one piece of printed matter thus performing the functions ordinarily performed by order-blank and envelope. The combination, at the same time, obviates the misplacing of the envelope—a feature that may occa-

sionally mean something. Then, we have the "Dual-Use" letterhead, with the little flap at the side carrying information that would usually be printed in a separate folder.

Now comes a new cut of folder, called the "Adapt-Style Mailer." Exhibit 3 gives a general idea of the shape. The idea is simple, just a cutting of the stock so that in place of the ordinary flap there is a flap with enough depth to come around the folded circular once and an additional flap of about half the depth of the folded side that tucks in very securely, while at the same time allowing easy inspection of the contents by the postal authorities. This insures greater security in case a sample must be mailed, or in case it is desired to have the folder carry a number of separate cards, loose-leaf pages for a binder, or some other loose material. The folder may carry a booklet, a catalog or a price-list, and if the folder is cut out of stock that is heavy enough, it may be made to serve as a container for a sample of a product such as wallboard.

Though used primarily as a container, the "Adapt-Style" Mailer may serve,



Exhibit 1. One of the broadsides of a hot weather campaign that induced 59 per cent of dealers to furnish mailing lists.



Exhibit 2. The Larowe Milling Company series of folders that brought a fifty-nine per cent return was made up of folded broadsides, which carried, on the mailing side, a few bold words of copy and art work in two colors. The second fold carried a message designed to increase the reader's interest in summer feed, and the center was the broadside spread in bold type which drove the points home. The folders clearly capitalized the summer time atmosphere.

when opened, as a "broadside."

Increased postage rates may not temporarily be an evil for the producers of business literature. It is evidently stimulating advertisers to use many ingenious devices for making mailings more effective.

The Carter White Lead Company, which has made some use of the "Adapt-Style" folders, gives this interesting information:

About 3,000 painters each ordered an average quantity of 100 folders which we imprinted and sent flat. The painters on receiving the package, signed the form letter, folded the sheet, addressed the mailer to a prospective customer and put them in the mail. From the number of unsolicited letters from painters telling us how many jobs they secured through the use of the folders, we know that they were profitable.

There is no possible way for us to tell how much "Adapt-Style" mailers have benefited our own business, but if they helped our painter friends, there is little question that they helped our tonnage indirectly.

'TIS a hard question to answer —"What is a letter?"

Many bits of business literature take the form of a letter and yet are really far removed from the strictly personal letter. Yet because the documents, in physical form have something of the letter appeal, they profit by the wonderful power that the letter as an advertising medium holds.

Miniature letters, set in "baby size" typewriter type, on cute embossed letterheads, have proved to be very effective in securing

savings accounts and the names of newly born babies.

At the other extreme, the greatly enlarged letter, known popularly as the "giant letter," has taken a real place in business.

Exhibit 4 is a recent example of an effective giant letter. The promoter of this form of business appeal makes out a good case for his product. The offer of free service undoubtedly makes a hit with many advertisers who may feel at a loss as to just how the method may be tried out.

AN advertiser well known to the writer of this comment had a list of eight to ten thousand inquiries ranging in age from one year to four years. The list wasn't worth covering with expensive literature, but the advertiser recently sent a simple soliciting letter to the entire lot. A sheet giving a concise index of his current products was enclosed, and the prospect was asked to check this list as a request for particulars if he still had any interest in the commodities. Rather to his surprise, about 10 per cent sent new inquiries. As original inquiries cost this advertiser about \$2.25 each, the return was a most welcome one during the slow summer months.

THE paper companies have for many, many years been preaching the value to business firms of the better letterhead. No

doubt his missionary work has been effective, but there always remains more work to be done.

The recent campaign of Crane & Company, illustrated by the three bits of literature reproduced in Exhibit 5, show this advertiser's method of working on a selected group such as bankers. The following copy indicates the spirit of the argument:

Once upon a time the letters of a bank to its customers were written by clerks who sat on tall stools before high desks. Their chief qualification for the job was patient industry and the ability to write a fine Spencerian hand.

Often these old-time letters were interesting purely from the point of view of physical appearance. The more gifted clerks introduced curlicues and refined shading as a tribute to art, and the paper was invariably made from fine all-rag stock. But with the coming of the typewriter these letters, together with the penmen, their stools, desks, and inky nibs, vanished from the face of the earth.

The banks of today have gained in speed, efficiency, and economy. But the atmosphere and quality which made good will for the old fashioned institution is too often lost. The banker forgets that while his bank sends out letters by the hundred, they are received one by one. Every letter is like a tub; it must stand on its own bottom. Stationery which has that bought-by-the-thousand-sheet look is a mighty shaky bottom for a bank to set its correspondence on.

The folders are masterpieces of quality, both with respect to paper and printing. As two of the exhibits show, the text deals with the origin and history of well known banks.

Calkins & Holden, the advertising agency preparing this advertisement, write:

We do not say that the American Telephone and Telegraph Company is a great company, or that the Irving Bank-Columbia Trust Company is a great bank because they use Crane's Bond. But we do say that the quality of imagination, good taste, and solicitude about the way the business is dressed before the public, which is exemplified in the use of Crane's Bond, does explain in a measure the greatness of the institution in its own field. By this device we pay a compliment to a customer, which tends to friendly relations, and use various recognized business leaders as bell cows to bring in others.

Many high officials of banks and other concerns have taken the trouble to express their appreciation of this Crane literature. One man, who felt he was not in a position to buy fine stationery, wrote suggesting that his name be removed from the Crane mailing list, because, he said, "the folders are too beautiful to waste."

THE double postal card continues to be one of the most effective mediums of direct advertising. It affords space for a concise message and even a small illustration. It carries its own "Reply Card" securely attached. It costs only two cents, is first-class mail—going and coming—and the government hands you the card stock free of charge. It's a combination that is hard to beat, but, strangely enough, few advertisers use either the single or the double postal card to full advantage.

IT is something of a novelty to get a plainly printed postal card bearing your own name in the introduction and with the reproduction of a

speedometer showing approximately the amount of mileage that your car has executed.

Exhibit 6 shows such a solicitation. The Philadelphia garage sending out this card makes it a point to record the full name and address of each customer and also to take account of the mileage shown by the speedometer. In a week or so—about the time the mileage would be increased by 500—this postal card is sent to the car-owner as a reminder. The lower left-hand corner of the address side of the post card bears the impressive statement "Lubrication is Cheaper than Repairs."

Here's another instance of the effective use of the printed postal card.

THERE is a great deal of interest nowadays in a class of securities known as the utilities.

This makes the production of Halsey, Stuart & Company, Exhibit 7, an interesting document. This good-looking book tells the story of the growth of electrical and gas companies and services and shows the individual investor how great institutional investors of the country, such as banks,

colleges and hospitals, have increased their holdings in this type of security.

The maps, charts and illustrations of the booklet, printed in two colors, are excellent.

The booklet provides a detailed answer to the questions that every conservative investor would ask:

1. Is the territory served desirable?
2. Is the management capable and experienced?
3. What is the nature of the lien?
4. Do the earnings show a satisfactory margin of safety?
5. What is the valuation of the properties?
6. Are the mortgage provisions properly drawn?
7. Is the franchise situation satisfactory?
8. Is the issue assured of reasonable marketability?
9. Is the yield consistent with prevailing market conditions?
10. Who are the sponsors of the issue?

The booklet ends with six pages giving details of the Commonwealth Edison Company, Chicago; the Ohio Public Service Company; Detroit City Gas Company; Houston Lighting & Power Company; Metropolitan Edison Company; West Penn Power Company.

Halsey, Stuart & Company say that:

While it is difficult to trace exact results to the book, we know that it has served an important purpose, primarily because of the eagerness with which it is received and distributed by the members of our sales department. Distribution of the booklet was accomplished primarily through our salesmen, who sent it to

Keep your house well painted -

and you will have no occasion to pay repair bills caused by surface neglect. The time to check decay is before it gets a start. Shabby, scaling paint not only looks bad - it is an open invitation for moisture to get beneath the surface and begin its destructive work.

Give us a chance to paint your house to stay painted. From experience we know that a Carter White Lead paint mixed to your order is the most serviceable paint you can get and, furthermore, this paint will keep its good looks until time to repaint. Carter White Lead does not crack or scale but wears down gradually and offers the finest kind of repainting surface.

Take a few minutes to look your house over carefully. Remember that a scaled or worn spot is the signal for immediate painting. Don't put it off - put it on. Get in touch with us promptly and we will give you an estimate that is consistent with the kind of work we do and the kind of paint we use.

Very truly yours,

Announcing
Cornell
Wood Board

In choosing a color scheme, consider the size of the house, its surroundings and the permanence of the tinting colors. Remember that all colors are not permanent in sunlight. Select colors that will satisfy you for the life of the paint.

Exhibit 3. A new cut of folder which may be used either as a broadside, shown here exploiting paint, or as a container for a sample, shown at the right folded, carrying a square sample of wall board.

institutions and to individuals who they had reason to believe would be interested, but we also advertised it extensively and secured a number of inquiries that way.

SOMETIMES you hear it said that "the day of testimonial advertising has passed." Don't believe it. Rightly used, the expression of the gratified user or the keen observer will always be strong advertising material. But great care should be used to have testimony ring true. The expression that reads as if it were written to order may hurt rather than help.

ANEW size of illustrated letter has made its appearance. The size is 15x13 inches in the full sheet. The first fold is made 6½ inches on the 15-inch dimension, then this folded sheet is folded once more in the exact middle. The result is a neat first page for the letter message, measuring 8 3-8x6 1-2 inches. The inside of the letter presents an attractive flap, which, when opened up, gives an effective poster of the full size of the sheet—15x13 inches. Exhibit 8.

This letter comes from the Cleveland office of the Rollins Motors Company, and is printed on a dull finished stock of high quality.

It would be difficult to find any field of printing in which greater progress has been made in the creation of distinctive literature than in the field of illustrated letters.

THE concerns selling addressing devices are usually most consistent and effective users of good sales literature. A circular received recently from the Elliott Addressing Machine Company, of Cambridge, Massachusetts, is a model of simplicity and effectiveness.

A sheet that in the full size measures 17 by 10½ inches is

folded three times to make a substantial mailing piece 3½ by 8½ inches when ready for the sealing stamp. Of course a return post card is part of the sheet and this bears the full address of the prospective purchaser. This address is exposed by a cut-out and is so arranged that it answers as a signature on the return card. All that the reader has to do, if he wants to get further data from the advertiser, is to check one of four

of doing business from 22 per cent to 11 per cent, thus illustrating the 11 per cent that is the thought of the opening display.

Such literature is in itself an eloquent testimonial to the value of well prepared and well mailed sales material.

DON'T create a good bit of sales literature or a good plan and then run the risk of having the whole thing cheapened by crude rubber-stamping on the part of dealers, sloppy filling-in of names, or some other clumsy handling. Amateurish work in the last act reflect discredit not only on the local dealer but on the manufacturer providing the literature.

IT has been many times demonstrated that when one receives a sales or soliciting letter that in the first paragraph gives the name of some acquaintance of the addressee, the letter gets several times the usual attention.

The Automobile Mutual Insurance Company of America, Providence, Rhode Island, sends out a letter, of which the following are the opening paragraphs:

Through the courtesy of Mr. B. F. Robbins, we are extending to you an invitation for membership in our association.

Eighteen years ago, we sent our first invitations to members of the Factory Mutual system. Since that time, we have insured more than \$265,000,000 worth of automobiles and have paid for losses over \$1,000,000. We have returned as dividends to our policyholders over 48 per cent of the premiums received and still hold for their benefit cash assets in excess of \$1,700,000.

The advertiser was asked how he managed to secure enough names to keep this method of soliciting active. His reply is that his principal source is from policyholders, especially among those who have had losses. When the company settles a loss, it makes an appeal

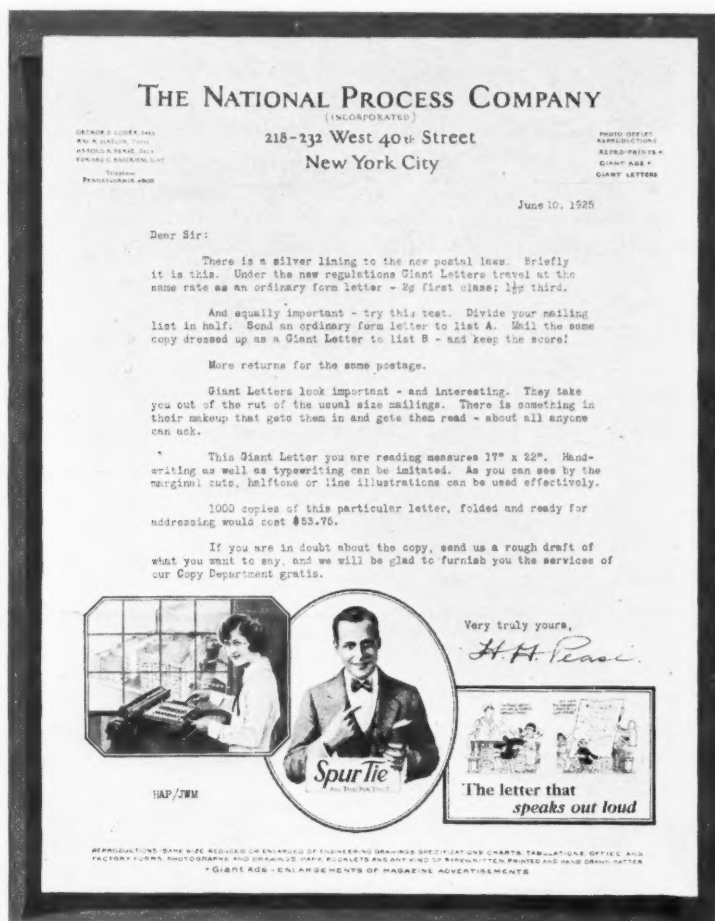
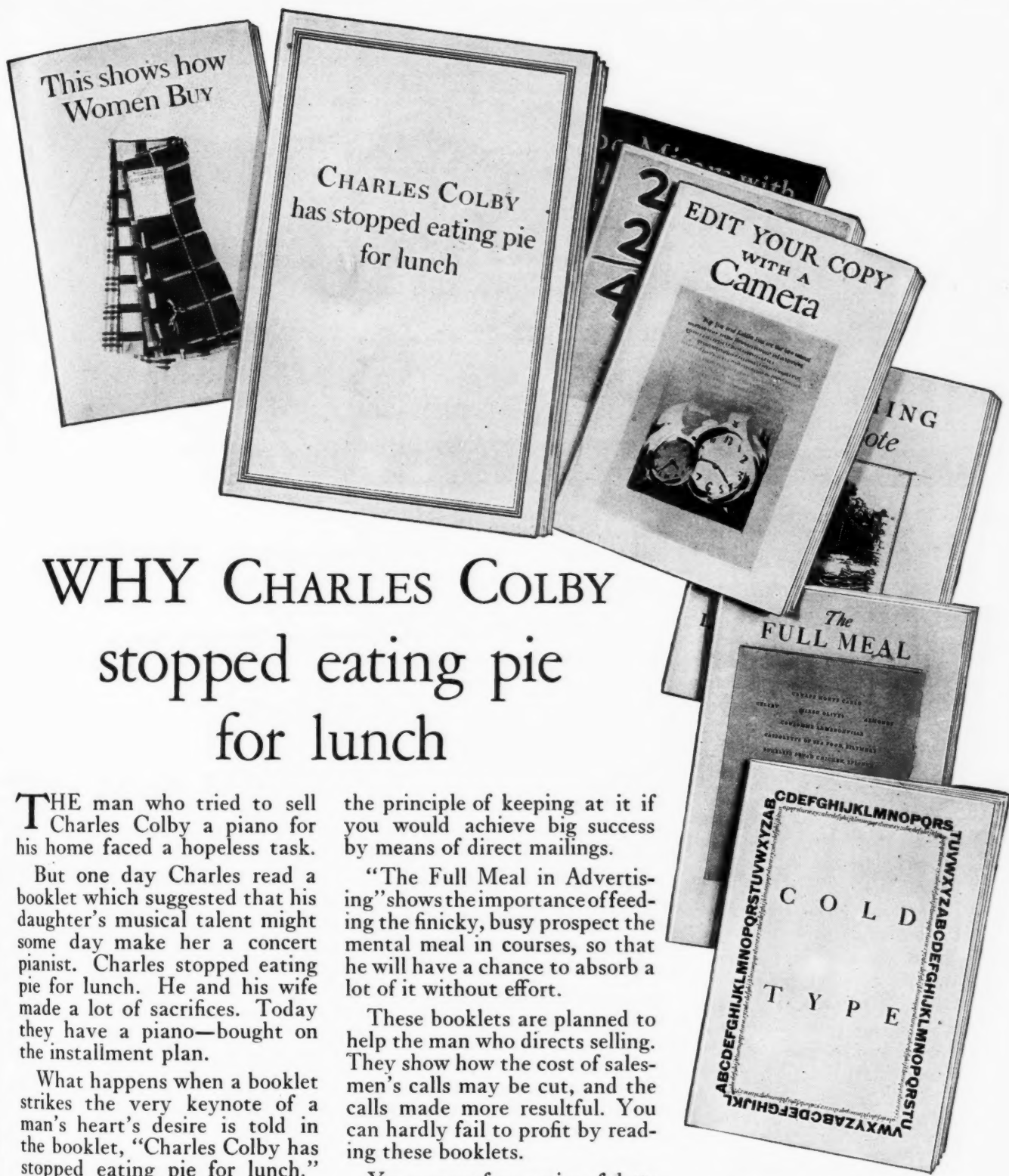


Exhibit 4. A giant letter that pleads its own case well.

spaces, letting the advertiser know whether he, the prospective customer, has a mailing list, is thinking of preparing one, has no addressing machine or owns an addressing machine of some other make.

The question on the address side of the folder, "Would you be interested in reducing your operating costs 11 per cent?" is to the point. The inside of the folder gives an effective double illustration of the Elliott Machine and includes a number of pointed testimonials. One of the testimonial letters features the fact that a user of the Elliott Machine reduced his cost



WHY CHARLES COLBY stopped eating pie for lunch

THE man who tried to sell Charles Colby a piano for his home faced a hopeless task.

But one day Charles read a booklet which suggested that his daughter's musical talent might some day make her a concert pianist. Charles stopped eating pie for lunch. He and his wife made a lot of sacrifices. Today they have a piano—bought on the installment plan.

What happens when a booklet strikes the very keynote of a man's heart's desire is told in the booklet, "Charles Colby has stopped eating pie for lunch." This is published by S. D. Warren Company, who have done much to promote interest in the relation of better paper to better printing.

Each of the booklets in this series deals with an interesting point of using the mails to help salesmen. "This Shows How Women Buy" tells how and why the use of color increases the returns from mailings directed to women.

"Teaching by Rote" discusses

the principle of keeping at it if you would achieve big success by means of direct mailings.

"The Full Meal in Advertising" shows the importance of feeding the finicky, busy prospect the mental meal in courses, so that he will have a chance to absorb a lot of it without effort.

These booklets are planned to help the man who directs selling. They show how the cost of salesmen's calls may be cut, and the calls made more resultful. You can hardly fail to profit by reading these booklets.

You can get free copies of these booklets as issued, from any paper merchant who sells Warren's Standard Printing Papers, or by writing S. D. Warren Company, 101 Milk St., Boston, Mass.

These are the Warren Direct Mail pieces for 1925. Some of them are now ready. Others will be issued during the year.

{ Better paper—better printing }

WARREN'S STANDARD PRINTING PAPERS

Warren's Standard Printing Papers are tested for qualities required in Printing, folding, and binding

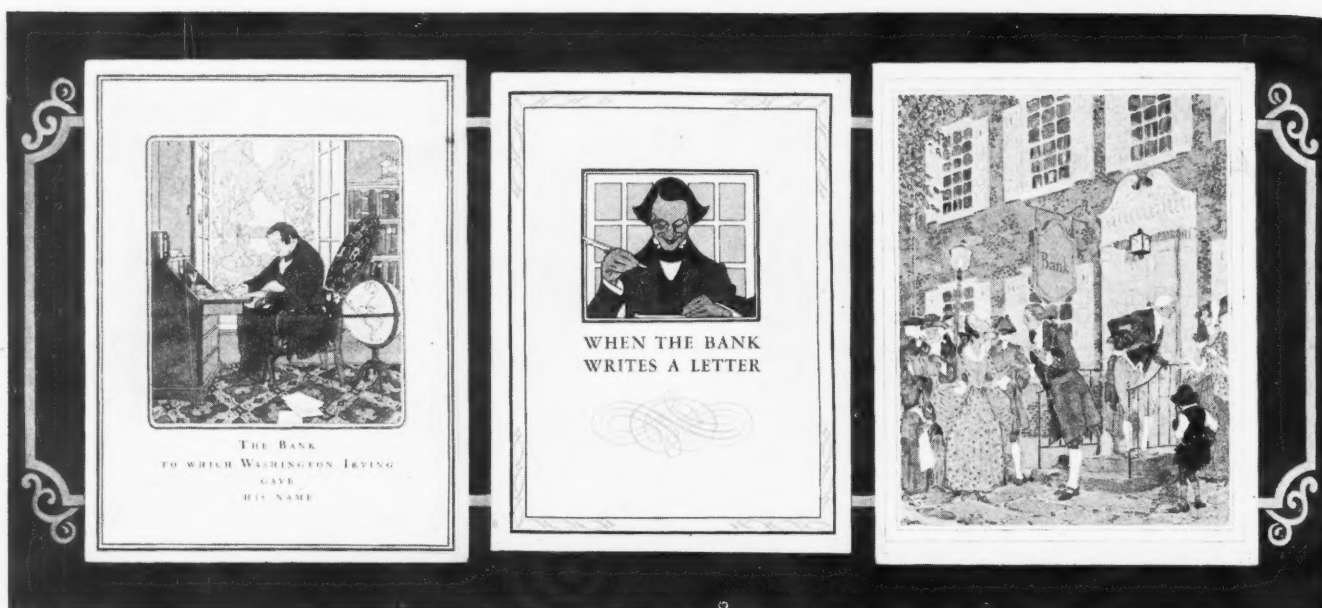


Exhibit 5. A beautifully printed series of folders carrying an appeal for better stationery. They carry out the idea that a bank or other institution is judged by the individual letters it sends out, and suggest the detrimental influence of stationery that has the "bought-by-the-thousand" look. The series was printed in color on a high grade of stock.

to the policyholder to send in a number of names of people that the policyholder is willing to recommend as "suitable members of our association." When dividend checks are sent out, a similar appeal is made. It is quite evident that a subscriber to a service of any kind is more than ordinarily willing to give names of friends and acquaintances at a time when he receives a check covering some loss or some benefit.

It is said that an accident insurance company has also learned that the best time to get new business is when the representative takes checks to some policyholder who has suffered an accident.

This is the old principle of using advertising at a time when it is most timely.

SEVERAL concerns that sell from home to home have experimented with mailing "classy" advance notes that tell something—but not too much—about the product, and let the home manager know that a sales representative will call in a few days. In one case a neat calling card is attached to the letter, so when the representative calls she can say, "I am Miss Daniels,

who wrote earlier in the week about calling." This method does not seem to be a complete solution of the front-door obstacle but appears to help enough to justify the cost.

THE familiar problem—and a terrific problem it is—with dealer literature, is to get the thing used after copy-writer, illustrator, engraver and printer have all done their best. The dealer's morning mail is large—dozens or scores of people from whom he buys goods want window displays, counter displays, hangers and cards put in position, and what not. Things take their easiest course. If something the manufacturer or wholesaler sends is easy to put in place

or serve the store unusually well, it is used. The other stuff is discarded or forgotten.

It was, therefore, a good idea on the part of the Packer Manufacturing Company, of New York, to send the drug stores a handy 9 x 14 inch card of travel needs.

The Packer Manufacturing Company showed its good sense by not "hogging" the card but featuring twenty-five timely items for men and women. Of course, the item of Packer's Tar Soap in the metal soap-box has a prominent position, as it should have.

The circular describing this timely card went out to the drug trade with the following letter:

To Our Preferred List of Retail Druggists.
An Advance Offering.

As you have had Packer Advertising, we wish to give you an opportunity to get one of these Display Cards before they are offered generally to the retail druggists in trade publications next month.

This Card surely should help your sales on 25 items that travelers need right now!

Just fill out the enclosed coupon and mail it to us. The vacation season has begun. It will pay you to mail the coupon quickly.

Cordially yours,

The Packer Mfg. Co., Inc.
A. D. Childs, Sales Mgr.

The writer of this comment has actually seen the "travel needs"

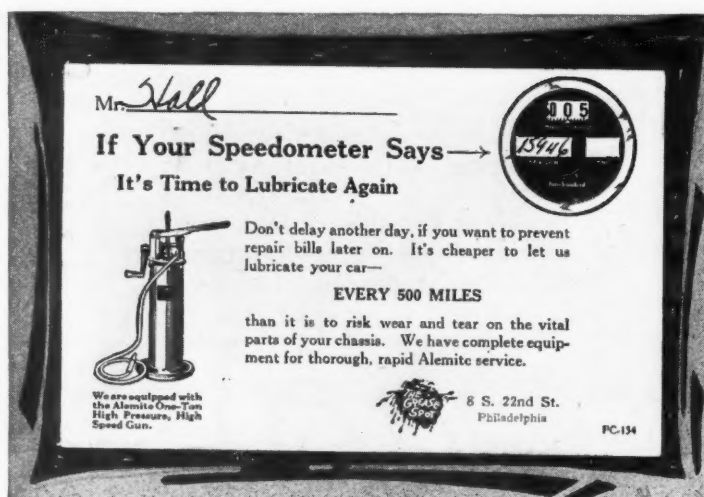


Exhibit 6. The prospect is naturally attracted by the reference on this card to the mileage record on his own automobile.

4

"I have succeeded," said the purchasing agent, with evident exultation, "in getting our next lot of stationery for thirty-five cents a thousand less than we paid last time. Here are estimates from eighteen different houses. But I'll have to watch this chap to see we get a good job. He certainly has figured low."

The president picked up the sample sheets and fingered them thoughtfully.

"As a purchasing agent you have done exactly right," he said. "But now look at this business a moment as I have to look at it, as a salesman that is, concerned with the kind of impression it makes on our customers.

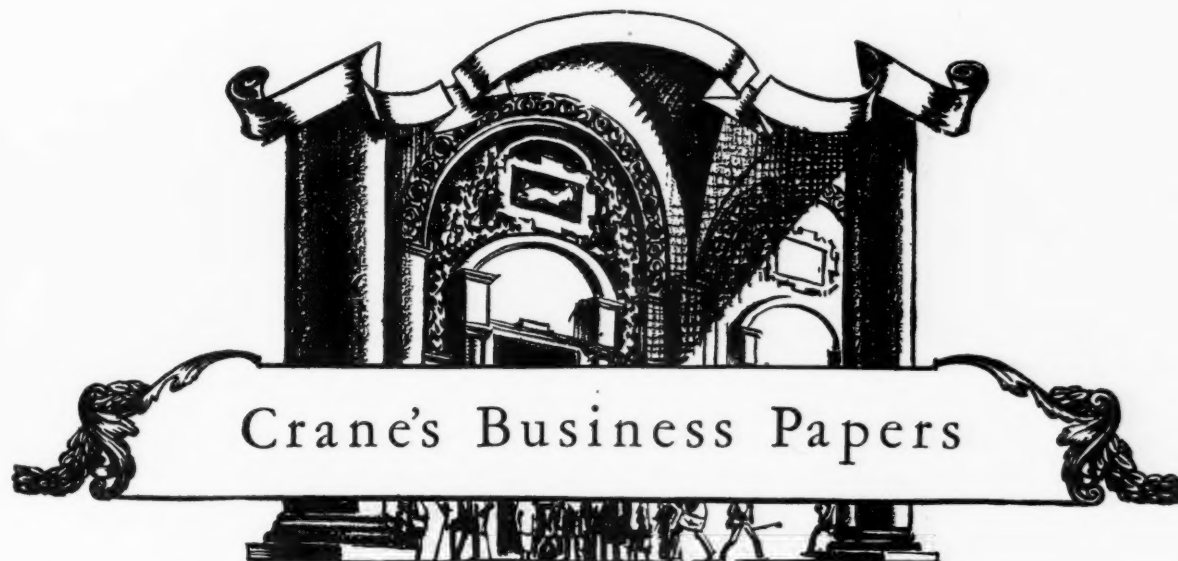
"Take this group of buildings, for instance, the tapestry brick, the white stone bonding, the carefully spaced windows, the stretches of grass between them. Consider the mural paintings in our reception hall, each one picturing some interesting and colorful aspect of our work. We could have built factories which would have

served our purpose for many thousand dollars less.

"Now our letters are seen by many more people than will ever see our factory. Our correspondence is a part of the fabric of our business of which our factory is another part. Can we consistently spend thousands to make the place where we work look so well, and save thirty-five cents a thousand on our letterheads?"

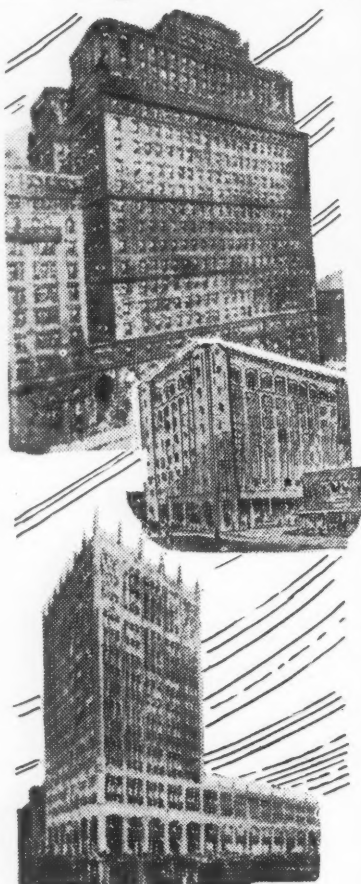
"What would you suggest?"

"I suggest that you pick from the eighteen names you have there one you know does good work—not the highest, certainly not the cheapest, and ask him to figure on Crane's Bond."



CRANE & COMPANY, INC., DALTON, MASSACHUSETTS

New Orleans is forging ahead!



Authoritative announcements, practically simultaneous, that three big new buildings—a bank building, a department store building and a store-and-office building—are to be erected immediately at the same street intersection, at a total cost of about \$10,000,000, are further evidence that New Orleans is up and coming.

From every angle New Orleans is the first market of the prosperous South. You simply can't afford not to—

**Put New Orleans
on that List!**

The Times-Picayune
FIRST FOR THE SOUTH

Representatives: Cone, Hunton & Woodman, Inc., New York, Chicago, Detroit, St. Louis, Kansas City and Atlanta; R. J. Bidwell Co., San Francisco and Los Angeles.

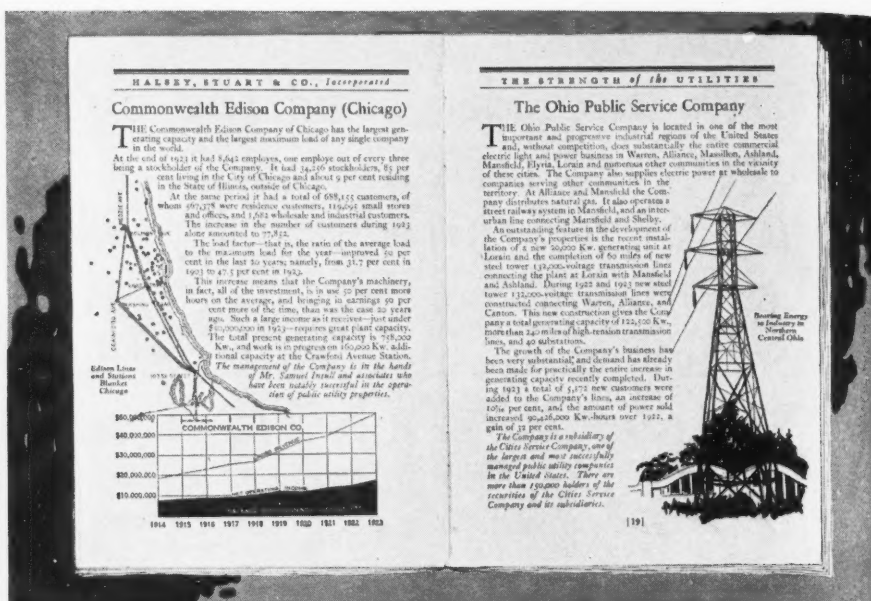


Exhibit 7. A strong booklet which gives the prospect some real facts about the companies which are behind various utility investments.

card on display in several drug stores, but it is interesting to get information from the advertiser showing the results of the circularization of the trade. He reports:

This mailing was made to 6,843 druggists on June 22, 1925, and to date 1,532 replies have been received, requesting us to send the display card.

We feel that this something over 22 per cent is remarkable and stamps the card as one of the most successful dealers' helps we have promoted in a long time.

The retail druggist is not by nature loquacious and for the most part makes no comment at all, other than writing his name or sticking his label on the coupon. However, a few of them have been so much struck with the benefit and the novelty and value to them in the card that the following comments have been made:

"Mail plenty and hurry!"

"Splendid idea."

"Send 12 cards; one for each of our stores."

"Send two, one for the window and one for the store."

"A splendid idea for which I thank you."

Of course, what we like most of all is the feeling that we have made a "hit" as far as unselfishness, cooperation and good-will are concerned.

QUIZ your mailing list now and then. You may find out

something that is worth while. An advertising agent gave one of his clients this bit of advice recently: "Take a list of 500 people from whom you couldn't secure orders. Write these people and tell them that of course you are sorry you didn't have the pleasure of serving them but say that they can do you a real favor if they will. Ask them to tell you, for your own satisfaction, why they didn't order; or, if they bought from some one else, what they found that suited them better. Tell them they need not even sign their names to your inquiry card if they don't want to—that all you want is the information for your own guidance." You may be guessing as to why you don't sell to more of the consumers or the dealers with whom you are in contact; but these prospects know why they didn't do business with you. It may be worth thousands of dollars to you to find out.

AMONG the cover designs that have come to hand recently, none is more appropriate than the one on the new book of the Chicago American entitled "Radio Facts About Chicago." This striking cover is in black, blue and buff on white paper, the only white being the lettering. Inside, the book is a fine example of good arrangement and interesting treatment. The illustrations, mostly in color—green, buff and black—have real radio "atmosphere." The headings of the divisions indicate the

treatment: "Selling Radio in Chicago"; "Chicago—A Market of Unlimited Opportunities"; "Serving 'Listeners-In' Most Important"; "A Splendid 'Menu' for Chicago Radio Fans"; "The Verdict of the Radio Retailer"; "The Chicago Market IS Chicago"; "A Highly Efficient Merchandising Service."

Such literature as this costs money, but it has the virtue of timeliness and pertinency.

PARKE, DAVIS & COMPANY, Detroit, evidently believe in the free use of the 4-page illustrated letter. This concern works hand in hand with drug supply houses in the lining up of dealers. They send out a series of twelve letters mailed direct to drug stores that haven't seen the desirability of handling the Parke-Davis line. The drug supply houses receive specimens of these letters to the dealers. On each of the specimens is a memorandum from Mr. Frank Ebner, of the Parke-Davis Company, calling attention to the features of the letter and urging cooperation in signing up the dealer.

Parke, Davis & Company do not end their efforts with this aggressive 12-letter campaign to the dealer trade. Four-page, illustrated letters are made available to the druggists, so that they can cover their customers.

How do Parke, Davis & Company get the druggist—a retailer who is busy from morning until night—to undertake any special circularization on behalf of one line of products? The advertiser answers this interesting question:

We handle the proposition this way. First of all, the druggist must have a liberal assortment of the advertised items in stock. Second, he must furnish a list of from 200 to 300 names, preferably those of women. Third, he must agree to pay the postage; 1½-cent or 2-cent, whichever he specifies. Fourth, the dealer is sent a specimen of the finished letter about a week in advance of the mailing. He is asked to back up the mailing by featuring the products in his window, a display being offered for this purpose, and to get behind the products aggressively during the mail campaign. Fifth, the mailing is made direct from Detroit to the names on the dealer's list.

We have been doing work of this character for druggists during the last six or seven years. And it has been our experience that nothing should be left to the dealer. He is a pretty busy man—has many things to attend to in the course of the day—and he is quite apt to neglect

Your Dealers— *do they use the "helps" you furnish them?*

The purpose of dealer helps is two-fold:

to insure your story being told,
first hand, convincingly and
adequately; and thereby

to increase the sale of your
product.

Dealers' helps, when used accomplish these objectives

But, less than 20% of dealers' helps
are used intelligently.

There is an inexpensive method—
proven many times—that will in-
crease the percentage of dealers who
will use your helps as you intended
they should—increasing their sales
—and yours.

This method is explained in our
booklet "Dealers That Pay." Let us
send you and your advertising
agency a copy.

Electrograph Advertising Service

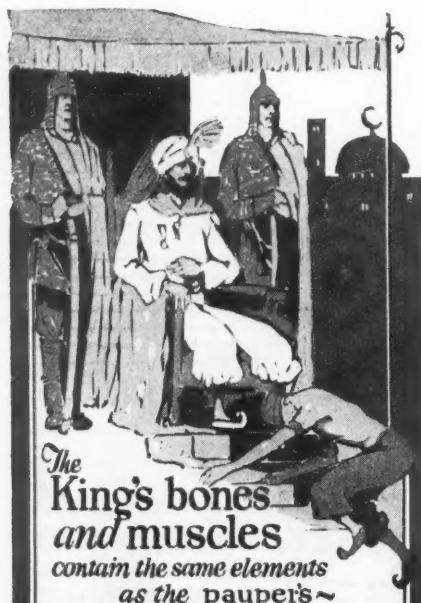
INCORPORATED

1132-4 South Wabash Avenue

Chicago

Creators, producers and distributors
Dealer-Consumer Campaigns
for hand-picking your dealers' patrons

OBJECTIVE
ADVERTISING
TRADE MARK



The King's bones and muscles
contain the same elements
as the pauper's~
The only difference is PERSONALITY

SAMPLE cases and display cabinets bound in Super Finish Art Leather have personality. Their beauty attracts attention and helps sell the merchandise displayed. Super Finish Art Leather looks and feels like leather, but wears better.

The lettering on the cabinet illustrated below stands out in high relief in antique bronze finish, while the border line is sunk in fine reproduction of Italian hand tooling. The cabinet is covered with Super Finish Art Leather in two-tone blue-gray rich Spanish grain.

Clothe your samples in an atmosphere of quality; it will help to put your proposition over in a bigger way.

U. S. ART BINDER CO.
225 W. Ohio St., Chicago

Manufacturers of desk reminders, book and catalog covers, loose leaf binders, sample and display cabinets, and other novelties in Super Finish Art Leather. Creators of Artistic Specialties

Representatives wanted



We manufacture sample cases and display cabinets in any style.

to mail out material prepared for him by the manufacturer. The plan that we follow is to handle all of these details for him. Our salesmen are instructed to sell the dealer on the idea that we do not want to load him up with this extra work. We encounter a few objections from some dealers who prefer to have the cancellation of the local post office on the envelope. But the percentage of those who complain is very small. The majority approve of our plan.

We find it necessary to point out to the druggist that the letters will not do all of the selling for him. He and his clerks must get busy themselves and back up the mailing. Otherwise the results are disappointing.

The advertiser's use of this method for six or seven years shows that it is a plan that has proved its worth.

MAYBE you have used blotters, but did you really ever put through a thorough blotter campaign and find out what could be accomplished through this form of direct advertising?

For about a year the writer of this copy has been getting regularly very distinctive blotters from E. J. Spangler Company, of Philadelphia, well known manufacturers of envelopes and paper goods. These blotters are always hitched up with the slogan "How about envelopes?" The advertiser courteously gives this information about his experience with this campaign:

"'How About Envelopes?' is a slogan, the origin of which was in the mind of our president, Walter

D. Bonsall. He personally conducts our advertising, and felt that the best way to keep this before the public was through the medium of a blotter, which he places in circulation ten months out of the year, the other two months being given over to correcting the mailing list. The blotters are all original designs and not a stock article.

"At the present time, our lists consist of about 5,000 names, 1,500 of which are active accounts, the others being prospective customers.

"The results, I might say, have been very encouraging. In fact, we have added, since the first of the year, 140 new accounts, and the increase in sales has been surprisingly large. Within a short time we hope to increase our mailing list to about 10,000 names."

IT is a great temptation in most industries to issue general literature that will take care of most needs. General literature has its place but, as every professional and business man knows, the greatest attention is given to the letters, booklets, etc., that apply particularly to one's own work.

Evidently the Bakelite Corporation, of New York City, realizes this situation, for it says:

We have a carefully picked list of thousands of engineers and executives in various industries who are prospective users of Bakelite.

We have divided this complete list into

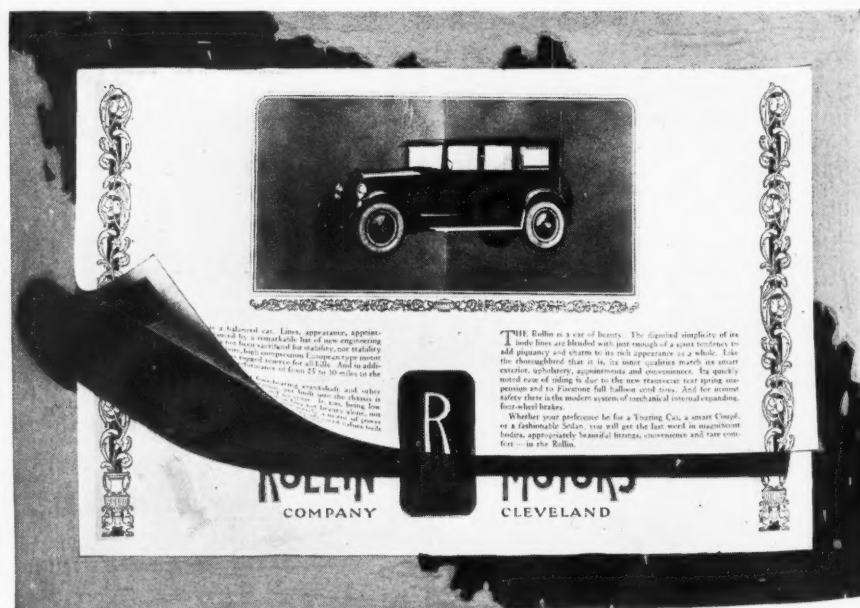


Exhibit 8. A new illustrated four-page letterhead that folds to a neat size and gives a 15x13 inch inside page poster.

groups of industries according to their importance, such as Radio, Automotive, Electrical, Mechanical, Smokers Articles, and Jewelry. On the fifteenth of each month we send to these various groups special folders dealing with specific problems in each field. These problems are ones that have been developed either by our own Research Laboratories, or our Customers' Engineering Departments, and have been found of great interest to manufacturers who are continuously on the lookout for new ways of reducing cost or improving the quality of their products.

In some cases where the finished product is in the nature of a proprietary article, we go still further and send direct-mail pieces to jobbers and dealers in order to break down sales resistance and create dealer acceptance for articles made of Bakelite.

This particular direct-mail campaign is just getting under way. Although we have not received a large number of inquiries to date, the character of returns have been excellent, as in most cases they are specific inquiries from manufacturers having problems which they believe can be solved by the use of our materials.

The outside of the Bakelite document carries the headline, "They made a better part at 1-6 the cost." Inside, the folder tells of an experience in the case of the Brown Instrument Company, of Philadelphia. The folder shows a large number of little devices which would be of no interest to the average man but of considerable interest to the type of reader to which the folder was sent.

Thus once more is illustrated the great place of "service advertising." A university professor who recently checked up the advertising in several large mediums appealing to womankind, estimated that fully 40 per cent of the advertising conveyed information as interesting and usable as the text in the so-called reading columns of the magazines. He believed, and many will agree with him, that this tendency in the advertising field will overcome to a great extent the difficulty that the advertiser has to get attention from the reader who has so much reading matter put before him. Probably in the technical field the proportion of advertising that gives service information exceeds even 40 per cent.

CHARLES SCRIBNER'S SONS, publishers of Architecture, seem to have hit on a new method of mailing an attractive little house organ, known as "The T Square."

Money Crops in the Memphis Market

THE money crops and products in the Memphis territory are cotton, tobacco, rice, live stock, fruits, vegetables, timber, lumber, iron ore, zinc, bauxite, building stone, poultry, sweet potatoes, lespedeza and small grains.

The total value of these products in this territory is estimated at \$597,787,500.

Memphis has a vast weekly industrial payroll due to the presence of numerous large railroad yards, lumber mills, as well as manufacturing plants of every kind. This payroll is approximately \$100,000,000 annually.

Building permits in 1924 amounted to \$23,757,040.

Resources of Memphis financial institutions, near the close of 1924 were: Deposits, \$102,844,149. Capital, surplus and undivided profits, \$13,651,500.

Memphis annual manufacturing output exceeds \$200,000,000.

Here is a rich market awaiting the national advertiser with a worthy product.

The Commercial Appeal maintains one of the largest merchandising departments of any southern newspaper for the assistance of national advertisers.

Address inquiries to
J. W. HAYS, Business Manager

The Memphis Commercial Appeal

"Within the past few days, I have completed quite a job—requiring almost constant use of

Standard Rate and Data Service

After doing this, I cannot help but write you a few lines to express my appreciation of your Service."

*D. J. Crimmins,
Contract Manager
Harry C. Michaels
Company
(an Advertising Agency)
New York City*



**STANDARD
RATE & DATA SERVICE**

536 Lake Shore Drive

CHICAGO

New York

San Francisco

One leaf of the cover is cut about two inches wider than the other leaf and this extra margin is folded over the open edge of the book, after the binding has been done. Along this closed edge is the display line:

"Slit open on edge, and the wrapper becomes the cover."

This device seems to dispose of the envelope problem, and as the cover stock is stout, it does not appear crude when the cover has been cut open at the edge. Besides, the flap is pasted over on the back rather than on the front.

Charles Scribner's Sons give the information that the "T Square" is issued only four times a year. Many manufacturers are apparently finding that it is better to send out four to six impressive house organs a year than to try to maintain a good monthly publication with all the trouble and expense that a monthly plan involves.

"T Square" is a fine example of appropriate naming.

IN preparing something for the dealer trade with the expectation of having it hung in the dealer's window, don't overlook the fact that dealers do not ordinarily have an excess of window space. If the poster is too large, the dealer will likely fail to hang it up.

The Bay State Fishing Company, of Boston, recently sent out an attractive poster, entitled "The Story of 'Forty Fathom' Fresh Ocean Fillets," which shows how half a dozen or more good photographs can tell a merchandising story effectively.

The copy is very convincing, as the following paragraphs indicate:

You can handle these fillets as easily as butter, eggs or milk.

Just remove the clean sanitary container (new tins) from the shipping case and place it in your cooler.

Each fillet is wrapped (dry) in vegetable parchment paper and is absolutely odorless. The container will not contaminate your ice box.

All the dirt, odor, special equipment, special salesmen, and other bothersome details connected with the sale of ordinary fish are eliminated.

Just pick out a fresh, sweet, odorless fillet, weigh and wrap it, and the sale is completed.

Even if you have never handled fish before, you can sell "Forty Fathom Haddock Fillets" at a profit.

Advantages of "Forty Fathom Fillets" to your customers:

1. Forty Fathom Haddock Fillets are the only fresh ocean fish that are guaranteed to be fresh (see our guaranty inside).

2. The fillets are cut from the finest haddock that can be secured.

3. Wrapped in vegetable parchment paper and never touched by ice, the fillets arrive clean and full flavored.

4. Forty Fathom Haddock Fillets are strips of clear, white meat without waste. Customers pay for just what they eat—no heads, tails, entrails and bones.

5. Housewives like Forty Fathom Fillets because they are easy to prepare. They're ready to cook when she gets them.

This copy appeared directly underneath a big can of the fillets, showing how attractive and convenient this container is with the merchandise wrapped in parchment paper.

The Bay State Fishing Company says that this folder was very effective as an aid to the salesman, but that the admonition to the dealer:

A product of the Sea—

Hang this in your store window

was not heeded to any great extent, because the broadside was too large and took up too much of the dealer's window space. The size of the broadside unfolded was 25 by 19 inches.

THE writer of the copy for this department of comment on "Better Sales Literature" is shamelessly willing to be put down as an ignoramus with respect to radio equipment—this, despite the fact that he owns a radio and gets a good deal of pleasure out of it. But up until recently he has had no occasion to assemble the various parts of a radio outfit or to do the necessary wiring. When, however, he planned to make a present of a radio to a relative living out in the country, he decided he would attempt to install the radio outfit. This resolution and an experience brought him to study a small book of directions. It also brought home the great importance of simplicity in documents of this kind.

Instruction books on radio outfits seem to be full of technical terms and technical directions, all of which may be clear to those who have had much experience in radio affairs, but it seems to this writer that such a book ought to start out with such simple, clear expressions as: "There are two

kinds of batteries furnished with this radio outfit, one of which we will call A (see illustration at right) and the other, which we will call B (see illustration below)."

In other words, in literature of this kind the only safe plan is to start out with the assumption that the person knows nothing at all about radio equipment and methods of getting it into order.

It is said that some years ago when the Burroughs Adding Machine Company wanted to get up a book about the adding machine the head of the advertising department deliberately selected the newest writer on the staff—one that had to have every detail of the machine explained. The older men were so familiar themselves with the features of the Burroughs Adding Machine, using technical terms whenever referring to it, that they could not assume the unfamiliarity on the part of a person who was first acquiring an adding machine.

Maybe writers of books of this kind would come nearer to giving the right sort of information in the best way if they were to dictate their directions in the form of a letter, addressing it to some man away off from business centers. When we write letters, we usually get down to very plain talk. It is worth remembering that one of the clearest English grammars is made up of a series of letters by William Corbett to his son.

A PLAN that seems to be growing is that one of sending out to a selected list of people merchandise on approval that wasn't ordered. Many readers of Sales Management are probably familiar with the methods of a Buffalo advertiser who is said to have sold a vast quantity of low-priced cravats by this method.

A new concern in this field is one that sends out a half dozen handkerchiefs of fair quality bearing the initial of the person to whom they are sent. The recipient is asked to keep the approval shipment at the price of one dollar or to return it to the advertiser.

Only experimental work has been done by this advertiser, but the results so far indicate that a rather large percentage of the recipients of the handkerchiefs keep



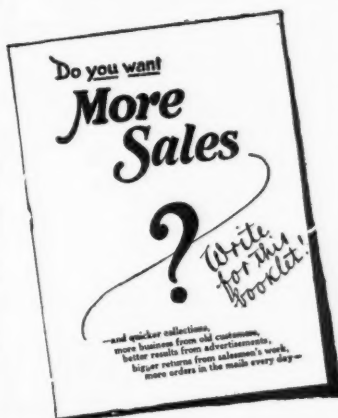
Shooting straight at your target— more sales follow the steady use of really good letters

Consider this user's remarks. Let his own words, describing his experience, tell of our values to you. "Your man stated that if we 'hoovenized' our letters the returns would be much better. We didn't believe him. However, he insisted so much that we put in one machine."

"The results were so astonishing that we sent in a hurry call for two more. The letters written on our Hoovens were 30% more productive of actual orders than our former perfectly filled-in letters. The Hoovens paid for themselves in one month."

"I have recommended Hoovens to a great number of people since, and those who took my advice are as enthusiastic as I am."

A copy of the letter quoted, and our free booklet may prove valuable to you. Mail the coupon.



Write and get it—now

General Sales Office, H. A. T. Corp.
1100 Plymouth Bldg., Chicago, Ill.

Send your booklet, "MORE SALES," that tells how users increase sales, collections, etc., with genuine, personal, human letters at low cost.

Name _____

Position _____

Company _____

Address _____

The
HOOVEN
Automatic
Typewriter

Manufactured by

HOOVEN AUTOMATIC TYPEWRITER CORPORATION
HAMILTON, OHIO

Three Bags In One!

Brief Case
Traveling
Bag
Sample
Case



Real Convenience and Real Comfort on the "Road"

HERE is the new Business "Sturdi-Case" that enables you to travel "light" and comfortably. Travelers who carry it say it is one of the greatest improvements in luggage ever made, for it enables you to carry your clothes and samples in compact space.

Genuine COWHIDE—thick, tough, flexible, 5½-oz. leather. Bottom strong and rigid; reinforced with fibre board. Case stands firm on five SOLID BRASS feet—can't fall over. All-around handle straps support weight from bottom. Smooth hand protector means comfort in carrying.

SIX ROOMY POCKETS

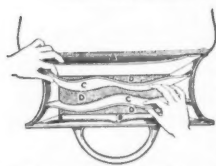


Diagram shows ingenious arrangement. Flexible partitions (C), (C), are loose at bottom, permitting change of width of pockets (D), (D), (D), to suit your own needs. Long pocket (A) has partition fastened to hold papers in place. Two small pockets (B), (B), for toilet articles, envelopes, etc.

Fits under Pullman Berth— or in rear deck of roadster. Outside measurements are: 16 in. long; 11½ in. high; 5½ in. wide. Two attractive colors: Dark Mahogany Brown, or Deep Rich Black.

INTRODUCTORY PRICE

Men who use "Sturdi-Case" write us it is worth much more. But to acquaint you with our luggage line we offer it, for a limited time, at only \$14.75.

WHAT TRAVELERS SAY—

"A real friend to the salesman."
"Just the thing I needed."
"A mighty fine case."
"Have looked similar bags over but none compared with 'SturdiCase' in quality and price."
"A real bargain—to put it mildly."
"Truly a wonderful bargain."

These comments are from letters written to us by salesmen who have purchased "SturdiCase." Names furnished on request.

TEN DAYS' FREE TRIAL

Just mail coupon. We'll send you a "SturdiCase" at our risk and our expense. If you agree it's a real bargain, keep it and send us \$14.75. If not, send it back in 10 days. Direct Method Co., Gifford Smith, Pres., Warren, Pa.

Just Mail This Coupon

DIRECT METHOD CO.
Warren, Pa.

Send me a "SturdiCase" on approval, with no expense to me and no obligation to buy. Within 10 days, I'll return case or mail you the low price of \$14.75.

Mahogany Brown Rich Black
(Which color?)

Name.....

Street and No.....

City and State.....

Enclose your business card or company letterhead. M-52

them without paying or making any effort to return the goods.

It is very likely that this condition would hold to a greater extent with a commonplace article such as a handkerchief than with goods of more value. Undoubtedly this is a plan of selling that has great possibilities, but it must be worked with great care lest we come to the point where consumers will be irritated continually by receiving merchandise that they haven't asked for. If postmen get a large volume of refusals on packages, the post office department may attempt some regulation.

A REMARK that one hears frequently in lectures on advertising is that "You can't sell ice skates in the summer season or fishing rods for Christmas presents."

But it is dangerous to lay down general rules; so often there are exceptions.

It is said, on good authority, that the Dayton Steel Racquet Company, of Dayton, Ohio, had good success last Christmas in selling its steel racquets as Christmas gifts. The advertiser isn't able to supply a copy of his letter for reproduction, because he has only a file sheet of it left. Nevertheless, he writes:

"We are glad to say that the letter met with a great deal of success and was the starter of the idea of selling racquets at Christmas time, made possible by the advent of the steel racquet. This practice had not been practical before, inasmuch as the other type racquet could not be given with the assurance that it would be in good condition the following Spring."

This experience seems to suggest that maybe the season for many commodities is not as limited as manufacturers and merchants have supposed it to be. If we stay in ruts of thinking and ruts of selling, some competitor may get out of the rut and get away with the business.

IN preparing any kind of literature that goes beyond the size of a booklet that can be sent in the usual business-letter envelope, give careful consideration to the question of size.

Size may be of no importance in a book for the farmer or his wife, except so far as economical cutting of paper and the use of stock envelopes is concerned; but when we come to such fields as that of the purchasing agent for large industrial concerns, the architect, engineer, chemist and other professional groups, we must have some regard for the size of standard filing systems, bookcases, or for convenience in field work.

There has been considerable discussion in recent years about the standardization of catalogs. The use of something like 150 different sizes by manufacturers and merchants has made filing a difficult task, and purchasing agents, architects, dealers and other groups have at different times discussed the subject and made their recommendations as to the size catalog-makers should use. A general convention of a number of interests in the year 1918, after thorough discussion, recommended that three page sizes be used—6 inches by 9 inches, 7½ inches by 10½ inches, and 8 inches by 11 inches. The purchasing agents of America, through their Standardization Committee, have taken a stand for the 7½ inch by 10½ inch size as being the one "that will stand the test of time." The architects, while for many years recommending the 8½ inch by 10 inch dimension, have in late years urged the gradual adoption of the 7½ inch by 10½ inch size as an improvement. This size, by the way, is in harmony with the principle of the hypotenuse oblong. The American Society of Mechanical Engineers have indicated a preference for two sizes, the 6 inches by 9 inches, and the 8½ inches by 11 inches. The Technical Publicity Association, after a long review on the subject, recommended the two sizes of 6 inches by 9 inches and 8½ inches by 11 inches.

ONE of the most attractive small folders that has come to hand in a number of months is one issued by the Iowa Gate Company, of Cedar Falls, Iowa, featuring the Clay Sunshine Clothes Drier, a form of yard drier that raises easily like an umbrella.

Printed in five colors on cream stock, the folder in the original

measures 12½ by 13 inches. On the inside pages there is a striking illustration of the drier in use. Three folds bring the sheet down to a size small enough to go into the ordinary business envelope.

Mr. R. R. Toepel, advertising manager of the Iowa Gate Company, has this to say about the quality and cost of this attractive circular:

It is true that a very ordinary black and white folder, quickly gotten up, would sell some driers, but when it is a question of cashing in on thousands upon thousands of dollars worth of advertising, and making the actual sales from this advertising literally pay for the cost of it, then that is a horse of another color. This is precisely what we are doing. In fact, our actual records on February sales, which was the beginning of our advertising schedule, exceed our advertising costs by several hundreds of dollars, leaving the progress we have made in establishing jobbers the country over, and dealers from coast to coast as a matter of "velvet."

As many readers of Sales Management appreciate, it is no easy matter to build up a successful business on a specialty of this sort, but the Iowa Gate Company says that the Sunshine Drier business has developed from a small yearly volume twelve years ago to the point where an aggressive national merchandising campaign can now be carried on. The broadly circulated women's magazines are now used and thousands of inquiries are received, though the advertisements are small. The device appears to be one in which women seem to have a great interest.

The inquiry costs in general have run from \$1.50 to \$2, but during February of the present year were less than \$1.

It should not be assumed that this is strictly a mail-order enterprise. The advertiser says:

You will find the Sunshine Drier in every leading department store in New York City. To be exact, we have demonstrators on the floor at the present writing at Gimbel Bros. and at Macy's stores. The James F. Hearn and Son's Store handle the Drier; John Wanamaker's handle the Drier, and so does James McCreery and Company. Besides these leading department stores in all the principal cities, we have the exclusive retail house furnishing stores and hardware dealers.

Our mail solicitation is carried on only because we desire to cash in on our heavy expenditure in advertising. And I wish to repeat again that in February and in the month of March our actual mail sales direct to folks in towns where we did not have a dealer, were actually greater than our expenditure in advertising, plus the



Mail Coupon

now—for

a fine

Autopoint Pencil

and learn of this attractive new way
to make *YOUR* business bigger. Used
by thousands today

THIS is an offer to executives and owners of progressive businesses.

It is made to show a new way to build those businesses bigger. A way that is today used by thousands of the biggest industrials, banks, manufacturers and business houses all over the country. Firms like Standard Oil, Henry Ford, Boulevard Bridge Bank, Brown Shoe Company—to mention but a few.

We will send to any responsible person a beautiful sample of the new Autopoint Pencil. The nationally advertised mechanical pencil that is attracting so much attention, everywhere. Thousands of firms have equipped their offices throughout with Autopoint, thus making big savings yearly over wood pencils.

And thousands and thousands of businesses use Autopoint to BUILD business, by giving them to customers, or prospects—stamped with their own name or with the name of the person who gets it.

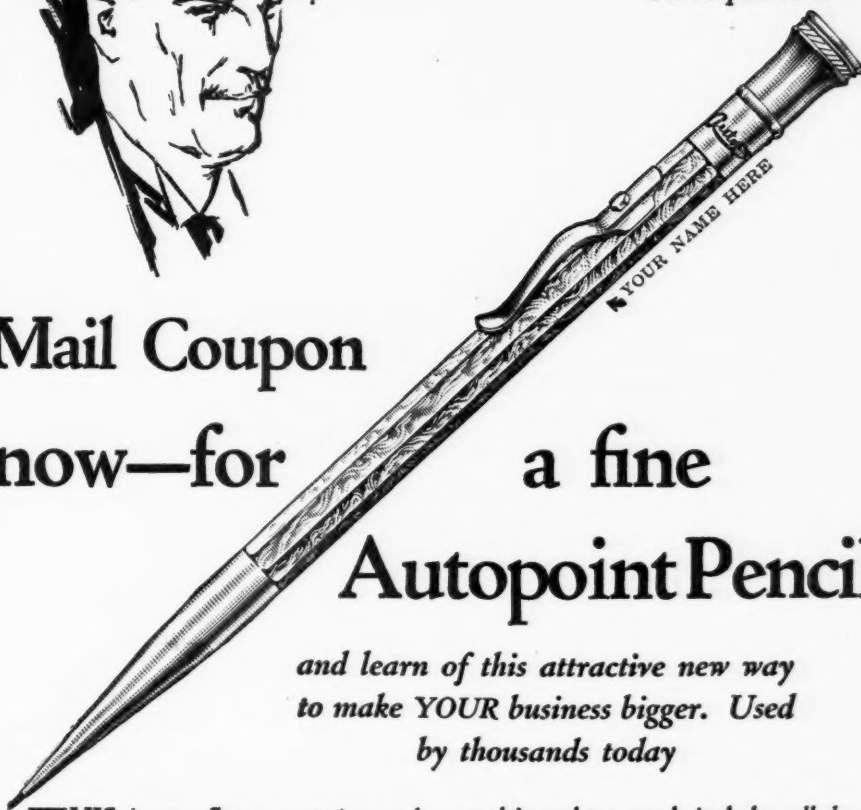
Thus there is a constant reminder of you, or your firm, in these



Autopoint
"The Better Pencil"

AUTOPOINT COMPANY
4619 Ravenswood Avenue, Chicago

FREE
TO EXECUTIVES:
Beautiful
Sample Autopoint Pencil
See coupon below



people's pockets, on their desks, *all the time*. A handsome, perfected pencil that they like and respect, because they know it is the best that the world offers.

Autopoint Pencils are made of Bakelite, the finest substance in the world that a pencil can be made of. Handsome, durable, they cannot burn or scratch or mar. Autopoint is simple, too, unlike other pencils. It cannot jam or break, there are but two movable parts. Every AUTOPOINT is unqualifiedly guaranteed.

They come in a wide range of styles and models, in all colors. Autopoint leads are the finest you can get—they come in every degree of hardness or softness and in all colors. Once you have used an Autopoint, all other pencils fail to satisfy.

Mail the coupon now, attached to your letterhead, and your name, and position with the firm. Do not delay, this may be the important turning point of sales. **ACT NOW!**

AUTOPOINT COMPANY S.M.8-8-25 4619 Ravenswood Avenue, Chicago	
Without obligation, please rush sample Autopoint Pencil, your business-building gift proposition, prices of pencils and stamping and full information. I enclose business card or letterhead.	
Name	
Position	
Company	
Address	



Personalized Publicity Pays

*In results obtained
In savings effected
In prestige gained*

The Direct Advertising Agency

*Originators of Personalized Direct Mail Advertising
Creators and Producers of Complete Advertising Campaigns*

538 South Clark Street
Chicago

cost of following up the total inquiries received with literature of the highest caliber. When sales are made in towns, we endeavor to obtain a stock order from the best rated hardware dealer and have been very successful in getting orders by offering a commission on the mail sales which were made previous to the dealer's order.

Possibly something of this advertiser's success can be attributed to the pointed selling argument put before his dealers. The following ten points are brought out in a letter to the trade, an illustrated letterhead being used, with the inside pages given over to an impressive spread of the famous Sunshine Drier:

EXCLUSIVE FEATURES CLAY SUNSHINE CLOTHES DRIERS

1. Tension adjuster—Notice adjustment of line by merely raising arms one notch higher, as seen in illustration. (Not necessary to re-thread the entire Drier as it is necessary in other Driers when line sags.)
2. Arms are easily raised like an umbrella on the steel center post, instead of having a separate wooden post with arms separate which must be raised shoulder high in the air to fasten on this post.
3. The ends of Drier arms are reinforced with strong, galvanized bands which prevent splitting.
4. All steel parts are heavily galvanized to lustrous beauty, then are given a coat of weather resisting varnish.
5. Only highest grade of braided long fibre, sea island, cotton line is used on CLAY Driers. Not merely twisted cord. Material of lines is the same as used in the famous Goodyear Ford Tires—135 feet.
6. Braces for arms are angle iron instead of wood or thin sheet iron bands.
7. Bolts are put through these braces instead of merely rivets.
8. Arms are selected straight-grain Norway pine, exceptionally strong and durable.
9. Finish is of the very best grade. Painted a color that suggests cleanliness and offers added attractiveness.
10. Guaranteed against imperfect materials, workmanship or damage for one year.

Shipped in neat, fibre carton which protects the Drier from dust and soil, offers you a neat merchandising package.

ONE of the most distinctive series of newspaper advertisements put out in the last half a dozen years was a series of concise messages from the St. Louis Chamber of Commerce in facsimile handwriting.

This method has its uses also in the field of letter literature. For example, a 4-paragraph letter from the Nation's Business, a reproduction of a plain businesslike hand, stood out in the morning's mail.

U. S. Chamber of Commerce Starts Bureau for Advertising Slogans

Government Making Studies of Returned Goods Evil in Twenty Five Cities in Cooperation with Real Silk Hosiery Company

Special Washington Correspondence

THE Chamber of Commerce of the United States is in a fair way to fill the proverbial long-felt want with its new registration bureau for sales slogans and advertising catch lines. The aching void has been occasioned by the fact that no branch of the government maintains a roster of slogans that makes any pretensions to complete coverage. The United States copyright office does not enroll slogans or marketing mottoes at all. And the patent office does not know slogans as such. It grants registration to combinations of words that are used as trade-marks on goods and thus performs a trade-mark function in interstate commerce. But only a small fraction of the thousand-odd sales slogans in use in the United States today are eligible for federal credentials as trade-marks.

In setting up its "slogan exchange," the Organization Bureau of the national chamber was prompted primarily by a desire to provide a clearing house that would avoid duplication of civic slogans. It is evident, however, that demands from all quarters in the business community will give this slogan registration bureau wider scope. The chamber subsidiary will, of course, have no power to compel avoidance or relinquishment of a preempted slogan. But the exchange can inform an inquirer whether the slogan that has caught his fancy is already in use, and presumably no sloganist would wilfully adopt an interpretative phrase that was in use.

Intimation by President Coolidge that he will not at this time interfere in the near-deadlock which has developed between the conservative and radical elements in the Federal Trade Commission does not mean that the "supreme

court of business" will be out of the public eye for long. A new movement to abolish the commission is raising its head in Congress and in a quarter where the trade body has not heretofore been an aggravation. Incensed by the

White House that President Coolidge is devoting a considerable part of his vacation to a careful study of the project for the reorganization of the administrative branch of the government and will consult all his cabinet officers in



The United States Chamber of Commerce is extending its services to business men to include an advertising slogan exchange.

recent application of the soft pedal, progressive Republicans and Democrats have flung out the charge that both the Federal Trade Commission and the Tariff Commission are "packed" and, if they hold to present intention, an effort will be made at the first session of the new Congress to do away with both bureaus. Incidentally, it is worth pondering what would happen, in that event, to the plan for legalized resale price fixing, predicated on review of placarded prices by the trade commission.

For sales executives there is no little significance in the simple announcement from the summer

succession on the subject. The perennial issue of government reorganization has been in abeyance because President Coolidge was convinced that he could accomplish at least a portion of his objects, in behalf of efficiency and economy, by rearrangements through executive order. Now, after having transferred the patent office and the Bureau of Mines to the Department of Commerce, he is said to be convinced that he has gone about as far as he can without specific authorization from Congress. Accordingly it is planned to urge action at the next session.

Captains of marketing are due to be interested because bound up in

Good Music

**Sixty Million
American Church Members
Demand Good Church
Music and
PAY FOR IT**

The EXPOSITOR
Ministers' Trade Journal since 1899
Covers the Church Field

**The October Issue
Will Be the Annual**

Church Music Number

**presenting unusual sales
opportunities to manufac-
turers of and dealers in**

**Pipe Organs
Organ Blowers
Reed Organs
Pianos
Orchestra Instruments
Band Instruments
Radio Outfits
Talking Machines
Hymn Books
Anthems and
Collections
Music Publishers
Music Racks
Hymn Boards
Choir Stalls
Choir Vestments
Chimes, Etc.**

**Your Ad will go exclusively
to the Buyers in this wealthy
field at 3-10 cent per buyer
or \$75.00 a page.**

+

**To insure proof for correc-
tion, your copy should be in
not later than September 1st.**

+

**May we send you our rate card—
card of distribution by states and
a complimentary copy of the
EXPOSITOR?**

+

The EXPOSITOR

**701-710 Caxton Bldg.
Cleveland, Ohio**

**New York
17 W. 42nd St.**

**Chicago
37 S. Wabash Ave.**

this program is the proposal to re-align all governmental agencies of statistical effort and market analysis—research bureaus upon which sales managers are coming to place more and more dependence. One of the few controversial aspects of the whole undertaking has grown out of the suggestion that all the marketing and statistical activities of the Department of Agriculture be transferred to the Department of Commerce. It is more than probable that the focusing of Congressional attention upon government reorganization will precipitate the question of the future policy of the United States Census Bureau. With steadily advancing demands from the forces of business, set over against a stationary appropriation, the census bureau is at the parting of the ways. The situation is the more acute because business men are urging, with increasing insistence, that a general census of population be taken every five years instead of every ten years.

A graphically concise definition of the scope of the danger of customer deception or trade confusion was given recently by the Court of Appeals at Washington in appraising the risks of marketing mix-ups between toilet goods bearing the mark "Red and White" and competitive wares branded "Black and White." The court, which specializes on just such knotty problems, declares that the answer to any such riddle "must depend upon whether there is a sufficient resemblance in point of sight, sound, or sense, between the competing trade-marks as to be likely to deceive ordinary purchasers buying under usual conditions." The court further illuminated the technique of specialty identification by pointing out that terms such as "Red and White" and "Black and White" suggest contrast rather than identity when applied to articles of merchandise.

Sales executives may have confidence that whatever program of tax reduction is put through at the next session of Congress will almost certainly include repeal of the last of the so-called "nuisance taxes," that is to say, the special sales taxes on automobiles and

accessories, motor boats, jewelry, club dues, etc. Aside from that, there is occasion to rejoice over the prospect of a reduction of income taxes on the theory that this cut, whether on surtaxes, or on small incomes, or on both, will, together with the prospective decrease in inheritance taxes, increase the buying power of the public at large.

Another foregone conclusion, according to those who claim to be vested with the power of second sight at Washington, is that if the new Congress is persuaded, on the urge of the President and the farm bloc, to enact any legislation for the relief of the farmers, it will take the form of further federal encouragement for cooperative dealing. Since an extension of co-operative marketing on the part of the farmers will inevitably bring in its train an expansion of cooperative purchasing (at least as to farm supplies of general consumption) sales marshals may prepare to discount an increase in the volume of tenders to manufacturers to purchase direct in carlots for the sake of obtaining the best discounts.

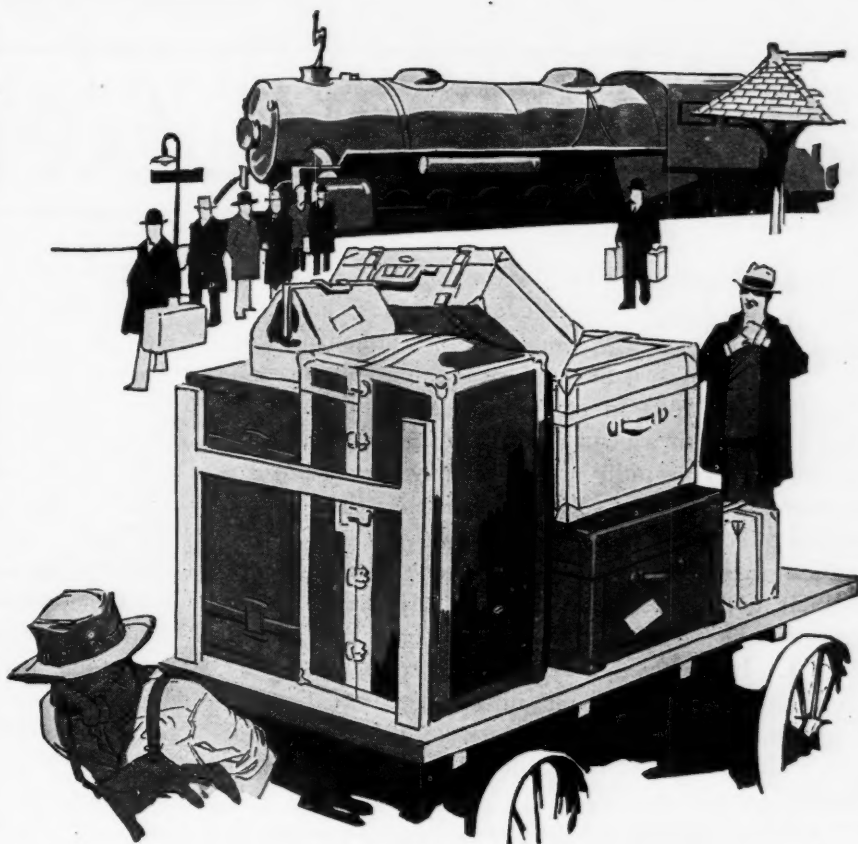
That your restless Uncle Sam is a champion discoverer of sales opportunities for private business has never been better demonstrated than by the experiments with a new type of rubber stamp recently conducted by the Post Office Department. The new stamp is designed for canceling postage stamps on packages and letters in the smaller post offices, where it would not be economical to install canceling machines. Also in the larger offices for use on packages of irregular shape. The new type of stamp is of more flexible construction than those previously used and was designed to produce a more legible postmark with less pressure. The idea of the novelty should be susceptible of richly profitable adaptation by rubber stamp marketers, enabling them to cater to a class of consumers who have heretofore eschewed rubber stamps for fear that the force of the blow that has been necessary to a sharp, even, impression would injure the articles to be imprinted. At the test at Washington more than one million impressions were

made without any lapse of legibility or deterioration of stamp construction.

Marketers of cleaning compounds are the latest sellers to have their chance at sales ammunition from the National Bureau of Standards. The big research institution has been putting various commercial cleaning preparations through their paces on polished marble surfaces. A special machine has been built which, by means of a felt-covered scrubbing drum turning eight times per minute, treats each given piece of marble to as many scrubblings as it would normally get in several years of actual service in an office building or elsewhere. Another new mechanical try-out apparatus recently designed at the Bureau of Standards will determine the bending strength of rope.

Action by the Division of Domestic Commerce in setting on foot a quest for remedies for the returned goods evil is further evidence of a desire on the part of various branches of the government to tackle the most pressing practical problems of salesdom. The returned goods evil is to distribution through conventional retail channels what the unclaimed C. O. D. package is to the field of direct selling. And the latter form of waste the government is attacking by means of the experiment which the post office department is conducting in cooperation with Real Silk Hosiery Mills of Indianapolis.

As in the effort to find a way to cut down the mortality in C. O. D. deliveries, so in the investigation of the returned goods evil there will be concentration in certain cities. Twenty-five have been picked. The domestic commerce inquiry will cover the percentages of returns as distributed among cash, charge, and C. O. D. transactions; determination of what departments in stores show the largest proportions of returns; time limit for returns; covering charge for returns; and, finally, the sounding of representative merchants on the question whether reduction of the volume of returned goods would mean lower prices to consumers or increased profits to distributors, or both.



Make it a safe Investment

YOUR salesmen's samples represent a vitally important investment. Insure them against loss or destruction on the road.

North America Commercial Travelers' Insurance covers the samples of one salesman or of the entire force.

Ask your Insurance Agent or mail the attached coupon for full particulars on this low-cost protection.

Insurance Company of North America PHILADELPHIA

Founded
1792

"The Oldest American Fire and Marine Insurance Company"



Pin this coupon to your letterhead

Insurance Company of North America
Third and Walnut Streets
Philadelphia, Pa., Dept. X88

Name

Street

City State

Wants information on Commercial Travelers' Baggage Insurance



EDITORIAL COMMENT



Prepare Now For the Biggest Fall of All

The straws point to a fall of unprecedented sales activity. We make this statement in the face of wage cuts and depressed conditions in some industries. From the best information we can obtain, business is going to accelerate very rapidly after Labor Day, and steadily increase. It now seems certain that the expectations of some bankers, who believe that 1925 sales in the principal industries will exceed the boom year of 1920, will be achieved. But in any event, business will be good this fall for the man who goes after it. It behooves a sales manager to lay out a program which he can put into effect immediately to get his share of this prosperity. The executive who waits until the rush is upon him, will be sorely disappointed.

Additional salesmen should be hired just as soon as possible. Advertising campaigns, especially in farm publications and newspapers, should be strengthened. Preparations should be made to keep in closer touch with the salesmen; possibly a few of the best men might be elevated to positions of "pinch hitters" and detailed to watch the big trade and to handle special competition. If orders have been placed for window displays and store helps, these should be pushed. In all probability there will be such a rush this fall for printed matter, especially lithographed materials, that service will be poor. If such orders have not yet been placed, no time should be lost in getting them placed.

It is also good business foresight to make as many advance contracts for advertising space as you can at this time, as there is certain to be a greatly increased demand for advertising space this fall, which demand coupled with labor increases now in effect, and the increased costs of conducting a publishing business, are likely to cause many rate advances effective January 1. It is also an opportune time to provide more salesmen with cars.

In fact by September 1, the fall sales program should be definitely under way. Everything that can be done to get the most out of the boom should be done. Remember that the profits your company will make this year depend largely on how well this fall's opportunity is handled.

There are some lines, of course, that will not share this promised business. There are lines like textiles, which are suffering at the hands of Dame Fashion. There are lines which have been affected by changing buying habits. There are business concerns which are struggling along with antiquated selling methods. But—with these few exceptions

—all lines of business will feel the bigger prosperity that is on the horizon. If you are one of the exceptions, it behooves you to ask yourself why. There is little excuse for any business to finish in the red this year. Cotton mills in New England are changing red ink figures to black by making rayon fabrics. If you don't make money this year, you need a new sales manager for your business. All the basic factors for conducting a profitable business are present. Commodity prices are steady. Bank deposits are up. Debits against individual accounts are up. Car loadings are up. Merchandise stocks are low. Unemployment is normal, and due to improve. New building is keeping up. Auto sales are keeping up. Crops are good. So all in all—if you don't get the business this fall there is nobody to blame but yourself.

A Business Built on Cash Discount Profits

There are two business men in Chicago who have made a lot of money selling merchandise at what it cost them plus their operating expense. All they ask for their profit is the cash discount! This may sound strange but it is nevertheless the truth. By selling at cost, these men undersell all competition and in this way turn their stocks five times oftener than their competitors. If they buy carefully, and limit their purchases to articles of general demand, they are sure of twenty per cent, even if the best cash discount they can get is two per cent. But it happens that many of their invoices carry five per cent cash discount, so that they fare handsomely. All of which proves what? That any customer who doesn't discount his bills is leaving the gates open for some enterprising competitor to step in and undersell him.

Your Suggestions Please

As you probably know, Dartnell has for the past five years issued a vest-pocket data book for salesmen. A sales manager suggests that we get out a similar book for the sales executive—making it desk size, instead of pocket size, and including various data which a sales executive needs in his daily work, together with a section for appointments, sales graphs, financial records, etc. We have broached the idea to subscribers of Dartnell Service, and it was most enthusiastically approved. How do you feel about it? Would you like to have such a book, bound in sheepskin, if the price could be kept down to five dollars?

A Campaign That Sold Ice Cream in the Winter Time

How Watson & Aven Leveled Out a Dip in the Sales Curve by an Appeal Based on Food Value and Economy

A SUCCESSFUL experiment in eliminating the dull season slump was carried out by Watson & Aven, ice cream manufacturers of Little Rock, Arkansas, who found themselves facing the problem of selling ice cream during cool weather.

Only recently have ice cream makers in the South started out to break down the popular prejudice against eating this food during the cooler months of the year.

When Watson & Aven decided to try to eliminate the seasonal slump in their business, they planned a campaign which embodied direct mail, newspaper advertising, and the personal calls of salesmen. The letters, similar to those reproduced below, were sent out to housewives every Monday morning and were followed up with a personal call by a young lady representing the company. The representative endeavored to educate the housewife to the food value of ice cream, and she carried samples of three color brick cream with her on each call. During this time the newspaper campaign was carried out in close coordination with the mail and personal work.

The campaign was designed to educate the public to eat more ice cream not only through appealing to the sense of taste, but through exploitation of the food value of the product and the economy of serving it.

The letters, as sent out by the company, were typewritten and signed by hand. According to Guy S. Simmons, sales manager of the company, they brought very satisfactory results. Some typical ones are reprinted here:

Dear Madam:

Haven't you often wished for "something different" to serve, not only on special occasions but as a part of your every day meals?

Let us offer a few suggestions—the enclosed booklet will explain many ways for serving a food that is healthful, nutritious and, better still, is enjoyed by almost everyone—ice cream.

It is pure, rich and, as many ladies have told us, deliciously different—it contains the elements absolutely necessary for the growing child and is recommended by the leading physicians of the United States as an ideal food, not only for people who enjoy good health but for convalescents.

Our ice cream is not a luxury but is a real food and, as it contains more nourishment than the same bulk of any other food, it is economical. Although it is a frozen product that has been considered a summer delicacy by many, the fat and sugar contained in our ice cream makes it a perfect food for winter and by following the suggestions given in this little booklet you can serve many delicious surprises.

Save this booklet and serve ice cream more often in the future—order direct from our sanitary factory or from your dealer—for special occasions where you desire to serve individual moulds or to follow some color scheme in your refreshments, we will be glad to make suggestions.

Yours very truly,

WATSON & AVEN.

P.S. Specify "Watson's Ice Cream"—It's better.

Dear Mrs. ———.

Since you received our little booklet a few days ago, how many times have you thought "I would like to serve ice cream more often but it is so much trouble"?

But, Mrs. ———, our ice cream is really more convenient to serve than any other food—just call us over the phone and we deliver, ready to serve, at the specified time. All other foods require some kind of preparation and the greater part of them must be cooked.

Then too, think of the many different ways ice cream can be served. It isn't necessary to go to the fountain for all your "Sundaes"—try one made with your home-made jams or preserves—it is delicious. And what can be better than a good pie a-la-mode or a slice of cake topped with vanilla ice cream?

There is no other food that combines the good qualities of our ice cream—absolutely pure—rich in nutriment—easy to serve and can be served so many ways—a food suitable for any season of the year—economical and delicious—is it any wonder that ice cream is fast becoming the "National Every Day Food" of the American people?

We are open every day in the year to serve you, Mrs. ———; we serve you at your convenience. Won't you call on us?

Expressing our thanks in advance for the privilege of serving you, we are

Yours very truly,

WATSON & AVEN.

Dear Mrs. ———.

Do you know that one quart of our ice cream contains the same energy food value as 1 2-5 lbs. beef steak—4-5 lb. ham—14 eggs—3 4-5 lbs. cod fish—3 3-4 lbs. chicken—10 3-4 lbs. tomatoes? These are proven facts.

Do you know that our ice cream contains the vitamins necessary for growth and health—that it is easier to digest than pastry and other rich desserts—that it is more economical than almost any other food—that it lessens the labor of the housewife—that it is liked by the whole family—is attractive to look at and good to eat?

And Mrs. ———, it is clean—after each batch of ice cream is made the freezers, vats and everything used in its manufacture are scoured and then sterilized with steam—all the ingredients used in manufacturing our ice cream are the very best and the entire mix is pasteurized before it goes into the freezers—even in your own kitchen, you could not possibly make a more sanitary product.

We have done everything possible to insure you a pure, healthful, delicious food—won't you serve it to your family often?

Yours very truly,

WATSON & AVEN.

P. S. If you have misplaced the little booklet we sent you some time ago, call us and we will be glad to send you another one.

Dear Mrs. ———.

Have you decided just what refreshments to serve the guests at your ——— to be given next Thursday evening?

May we suggest that you include ice cream in your menu? Not only is it a delicious food that is enjoyed by almost every one, but it can be made very pleasing to the eye by serving it in individual moulds, colored layer bricks or in bricks with appropriate centers.

Any of the above forms will be made especially for you and, if you so desire, will carry out the color scheme of your decorations or club colors.

Won't you call us or, better still, come to see us and let us help you solve your problem of serving something that is deliciously different?

Yours very truly,

WATSON & AVEN.

This letter was used by the Shreveport Ice Cream Factory, which is the Shreveport branch of Watson & Aven:

Dear Mrs. Jones:

Five o'clock—the day has been long and hot and to the housewife, trying to plan

(Continued on page 190)

Sales Executive Wanted

A manufacturer of food products doing an annual business of several million dollars has an opening for an experienced sales executive.

This man must have a thorough knowledge of merchandising, advertising and management. He must be capable of taking charge of the entire sales department.

The company has been unusually successful; is in splendid financial condition, and its sales have doubled in the past two years.

There is a real opportunity here for a man who can qualify. Applications will be held in strict confidence. We can only consider those who give complete details of experience, present connections, salary expected and personal qualifications.



Address Box 880
Sales Management
1801 Leland Avenue
Chicago, Illinois

Shall We Tackle Exporting?

(Continued from page 142)

Their original plan, laid out at the outset, has not been materially changed. Policies and plans, carefully planned as a result of a personal investigation of each market, have been adhered to, and as a result, the company is in an enviable position today. Each market was studied to determine just what policy should govern the company's selling in that market. For example, it was decided to use one country as a market for discontinued lines, and items which, for one reason or another, could not be disposed of in the United States. Another country, after a careful investigation, was found to be a promising market for the company's very best products, and in going after the quality business in this country, the company has built up an enviable trade in less than three years. But it proceeded in each market, with the facts well in hand.

How One Company Worked

As a starter the company bought a list of prospects in Cuba and the Philippines. This list was circularized. At the same time the company started gathering information about possible representatives in these markets. A few orders resulted from the mailing. Some of the buyers applied for the agencies for their territories. The first small orders were carefully shipped and followed up. In a few months the man charged with the duties of building up the export business visited Cuba. He took with him a list of representatives who had been recommended by other concerns, and by the Department of Commerce. All of the recommended representatives were firms of good standing—financially. But few, if any, were suitable representatives for this particular manufacturer. Imagine an importer of hardware specialties representing a manufacturer of toilet articles!

First hand investigation brought to light the fact that some of the representatives most highly recommended were agents for from fifty to a hundred American manufacturers in almost as many lines. After carefully going over the

ground, a representative was appointed. He sent a man to Chicago to the factory to learn the line. This market has been successfully cultivated.

The next step was Mexico. Here the export manager found, on personal investigation, that sales possibilities warranted an organization of salesmen, a branch office, and a stock of merchandise. He stayed on the ground until he had the nucleus of an organization started. Today the company has a branch factory and nearly a dozen salesmen covering Mexico.

On a subsequent trip to Mexico this same export manager fell in with two men from the States, one a representative of a textile mill, the other a representative of a well known firm selling a toilet specialty. Both of these men had about closed negotiations with a jobber in Mexico City. This jobber was to be given exclusive sales rights for the entire country. The experienced export manager cautioned them to investigate more carefully before tying up the market with one jobber.

Tackling the Mexican Market

When the two sales managers began to make inquiries, they found that the jobber in question did not cover the entire country and that he had no hope of being able to sell to other jobbers. Thus they were about to tie up their lines with one jobber, and thereby confine the sales of their products to his very limited list of customers.

The first export manager began asking questions, and soon found that both lines could be sold by his own salesmen, because they were sold to some extent to the same class of trade, although were in no way competitive. An arrangement was entered into and today the first manufacturer's salesmen are making a great deal more money from selling the three lines than they could ever hope to make in selling only the one; overhead expense of all three concerns have been reduced and all are getting a satisfactory volume of business from Mexico.

It must be remembered that there are as many ways of export selling as there are ways and methods of selling here at home. Many of the exporters' mistakes come from a failure to recognize this simple and obvious fact. There is a case of a well known manufacturer whose success in this country has been the result of a well defined jobbing policy which permits him to sell to every jobber who will buy, and who is desirable. He does not sell to mail order houses, nor does he sell direct to retailers. Yet this same manufacturer tried to sell his line through one jobber in a certain foreign country.

Export vs. Home Selling

Another manufacturer whose sales force in this country has been carefully built up, turned his line over to a representative in a foreign country who operates a force of house-to-house salesmen, who sells to anybody and everybody who will buy, and who was trying to establish a combination business which, had it been successful, would have been a sort of combination of Montgomery Ward, the Fuller Brush Company, Butler Brothers, and the Eastman Kodak Company, plus a few local jobbing organizations thrown in for good measure. No wonder this manufacturer finds it hard to obtain a foothold in this market where his goods have been hawked about in every conceivable manner.

One of the best exporters in this country points out that it is a good plan to consider every export problem just as if it were a domestic problem. Determine whether or not the suggested policy would be a good one in this country, and then, and only then, begin to take into consideration the various additional problems which are peculiar to foreign selling, and which, of course, arise out of the circumstances governing the manufacturer's attitude toward exporting.

All building records in the history of the country have been broken by the report of approximately \$3,700,000,000 worth of construction in the first seven months of 1925, according to announcement by the Indiana Limestone Quarrymen's Association.

TRADE
METERED MAIL
MARK



Executive Offices
INTERNATIONAL TEXTBOOK COMPANY
Scranton, Pa.

March 10, 1925.

The Postage Meter Company,
927-929 Chestnut Street,
Philadelphia, Pa.

Gentlemen:-

In addition to the benefits that we have derived through the use of the postage meter, in the way of expediting the despatch of mail, and the resultant gain in time formerly taken up by re-handling mail on which postage stamps were affixed, we have been very much interested and pleased in determining that the use of the postage meter on circular mail and on letters sent in answer to prospective inquiries has produced from 1 1/2 to 2 1/2% more business than we derived through the use of postage stamps on similar mail. This experiment was carried out on mail of our subsidiary company, the Roman's Institute of Domestic Arts & Sciences, Inc., of Scranton.

The exacting nature of the test proves, without a doubt in my mind, that the postage meter will prove a medium through which any user will increase their volume of business.

Very truly yours,

Devereux
Treasurer



Before the International Textbook Company decided to adopt "Metered Mail" they made exhaustive tests by thoroughly scientific methods. They not only *proved* a substantial saving in time and expense, but also discovered that the "productive value" of envelopes bearing the "Metered Mail" indicia was materially increased. The letter above voices their conclusions.

Leading business organizations throughout the world use "Metered Mail" and are enjoying its benefits.

"Metered Mail" speeds through the Post Office because it requires only one handling operation instead of three.

The *receptive value* of "Metered Mail" is high because of its neat appearance and its association with the mail of the largest and most progressive concerns throughout the country.

We manufacture equipment suitable to every type of mailing system and will gladly furnish information upon request. Write, or use the coupon below.

The Postage Meter Company

SOLE DISTRIBUTORS OF

PITNEY-BOWES PRODUCTS

723 Pacific Street, Stamford, Conn., U.S.A.

Offices in principal American cities and foreign countries

THE WORLD'S LARGEST MANUFACTURERS OF MAILING EQUIPMENT

457

THE POSTAGE METER COMPANY

723 PACIFIC STREET
STAMFORD, CONN., U. S. A.

Please send Metered Mail information to

NAME

TITLE

COMPANY

ADDRESS

"How to Sell Quality"

DESCRIBES actual plans and methods used by salesmen who have been successful in combating price competition by quality arguments. Tells how these salesmen make the buyer want quality; get the stipulated price without haggling; shut out the price cutter and keep the old customer sold on quality.

Typical Chapters

How Quality Helps a Salesman

Shows salesmen the advantages in selling quality merchandise.

Why Your Customers Buy Quality

Gives illustrations to prove that wise buyers prefer quality to price when properly sold.

Making the Buyer Want Quality

Tells how good salesmen create desire for quality products.

Creating a Quality Atmosphere

Illustrates the value of comparisons to force price into the background.

Getting the Full Price

Explains how the price dwindles when quality is sufficiently understood.

Disarming the Price Cutter

How to meet price objections with quality arguments and eliminate competition.

How to Close a Quality Sale

Closing arguments that make prospects forget price and buy your products.

Keeping the Old Customer Sold on Quality

Making customers see the profit in repeat orders for quality goods; the loss of patronage that comes with price-cutting, etc.

Send for a copy of this popular Dartnell manual. You will find in it many ideas for your own letters and bulletins to salesmen. More than 350 concerns have distributed copies to their salesmen.

In board bindings: Single copy, \$1.10; dozen, \$10.50; hundred, \$75.00. In DeLuxe leatherette: Single copy, \$1.60; dozen, \$15.50.

The Dartnell Corporation

1801 Leland Ave.
CHICAGO

19 W. 44th St.
NEW YORK

Post-Dated Checks Put New Life in Salesmen

How a Sales Manager Teased His Salesmen Into More Activity by Sending Out Post-Dated Commission Checks

SALESMAN McCLINTOCK had been going along for several months barely earning his drawing account. And it was a meager one, too! I knew that he was doing either one of two things. He was either "cheating" with some sort of a side line, or going in debt, because his drawing account was not enough to enable him to live in the style to which he was accustomed.

It was clear that something would have to be done. We could not afford to tie up the territory for the small volume of sales he was making; so we would soon be forced to make a change, if he didn't beat us to it and resign.

The Check Brings Results

While checking over his account one afternoon I noticed the date on the calendar. It was the twenty-ninth of the month. I called my stenographer and dictated a special delivery letter. Then I went over to the treasurer and had him make out a check for exactly double the amount of his average earnings for the past four months. The check was post-dated for the tenth of the second month following.

In my letter I told him that I was enclosing a check which he could cash on the tenth of the month—provided he sold a certain volume of business. I explained that I knew he could earn the check if he would only concentrate on it and put in his time on a carefully planned month's work. There was no preaching, no free advice, or any "now just put your head on my shoulder and tell me what's the matter" stuff. It was a plain businesslike letter, without the frills.

His sales picked up immediately. He made no comment, except a short note in which he said, "Consider the check cashed. I am going to show you that your confidence in me is appreciated."

When the tenth of the month rolled around, he had earned the right to cash the check, for his sales had jumped to the point

where his commissions more than equaled the amount of the check.

During the month we continued to send this salesman his regular weekly drawing account. So in actual practice we didn't owe him the entire amount of the post-dated check, but because I knew the salesman and felt that he was honest, I was willing to take a chance. Before another month passed, he was even with his drawing account, and he has been producing a consistently satisfactory volume of business ever since the month he went out to earn the check.

In order to protect the company I instructed the bank not to cash this check without calling me on the telephone, so I was really taking no chances.

This plan worked so well that I decided to try it on a group of men in a month when sales were likely to fall off. In a month when earnings usually drop to their lowest, I planned to use this post-dated check scheme to keep my men on their toes.

Plan Stimulates Sales

I had one hundred special checks printed on stock of a different colored paper from that usually used for our checks. Then I took the sales for each man for the first five months of the year. These were averaged, and a quota for this "off" month based on the average monthly sales of each man for the first five months.

Then I made out a post-dated check for each man equal to the amount of commissions he would earn if he sold this quota. None of these men was on a drawing account. I sent the check to each man with a special letter telling him that he could cash the check on the tenth of the month following if his sales equaled a certain amount.

At the end of the month, eighty-four of the one hundred salesmen had sold enough to enable them to cash the checks. There was an

average increase of 15 per cent above normal sales for that month. Not one of the entire hundred men tried to cash the checks before he was entitled to, nor did any of the sixteen men who didn't earn them try to cash any of their checks.

But in the event any of them had cashed the checks, we would have been protected because I had warned the bank not to cash any checks of the special color until I had given them a list. In the event any of the special checks reached the bank before the proper date, the bank was instructed to hold up the checks until they received special permission from us to cash them.

Checks Prove Incentive

I don't know why these men worked so hard as a result of this simple plan, but I suppose there is a certain amount of psychology connected with it. Nobody likes to send back a check uncashed. Carrying the checks with them all month seemed to set a certain figure in the minds of our salesmen. Doubtless many of them spent their checks, in their own minds, long before the month was up, and having figuratively spent the money, or contracted debts, they simply had to go out and sell the merchandise to earn the right to cash the checks.

Later I tried the same plan in a different way. I selected a number of men I knew to be married. I sent the checks to their wives and told them about the plan. But I took care to make the checks payable to the salesman himself, and fix it so the salesman's endorsement was necessary. This protected me against the possibility of having to pay the salesman and his wife also. But this plan didn't work any better than the original plan of sending the check to the salesman himself.

Campbell-Ewald Have Cigar Accounts

Three cigar manufacturing companies have placed their advertising accounts in the hands of the Campbell-Ewald Company, Detroit. They are the Webster Cigar Company, Kleiner Cigar Company, and Otto Eisenlohr & Brothers, all of Detroit.



The Area Comprising the New York City Milk Shed.

Why Women Read This Dairy Paper

UNLIKE her city sister, the farm woman takes an active interest in her husband's business. She knows its problems, and often is the first to suggest needed farm improvements.

Recognizing this, the Dairymen's League News has built up a strong household department. On the Home Editor's Advisory Board are real farm women, leaders in their respective communities. An examination of the Home Department will convince you of its vital interest to readers.

The Dairymen's League News appeals strongly to the woman as well as to the man on the dairy farm. Both have a peculiar interest in and affection for this paper of which they are themselves part owners. It is published for them, and they have a voice in shaping its policy.

Manufacturers of household supplies and equipment will find the 70,000 women readers of the Dairymen's League News responsive to their sales messages. These women are purchasing agents for families which maintain a high average standard of living. A dependable year-round income from milk, eggs and other produce assures them ample buying power.

The women on the prosperous dairy farms of "The New York City Milk Shed" are eagerly considering improvements for their homes. You can reach them most effectively through their own paper—and the cost is only 50c a line for a circulation averaging 70,000.

Prompt reservation will assure you space in the Home Department. Better send it today.

Ask us for Sample Copy and Rate Card

NEW YORK
120 West 42nd Street
F. M. Tibbitts, Bus. Mgr.
O. E. Everett, Adv. Mgr.
Phone Wisconsin 6081

DAIRYMEN'S
League
NEWS

CHICAGO
10 South LaSalle Street
John D. Ross
Phone State 3652

"The Dairy Paper of the New York City Milk-Shed"



OUTDOOR ADVERTISING

**GEORGE
ENOS
THROOP**

Incorporated

An Institution

There is a deep satisfaction in knowing that every dollar you spend in outdoor advertising is buying its utmost. A very exacting checking system by responsible, paid investigators is individual to and exclusive with this organization.

You know where your outdoor advertising is and can tell what it is doing.

Outdoor advertising makes familiar to your prospect your story in magazines and newspapers and multiplies the reader efficiency of your national campaign many times.

GEORGE ENOS THROOP

Incorporated

**6 N. Michigan Avenue, Chicago
New York Detroit**

"The oldest exclusive outdoor advertising agents in America"



Will Money in the Bank Help Salesmen Sell?

Who makes the best salesman—the improvident, irresponsible fellow with "home worries"—or the man with money in the bank?

Thrifty, independent salesmen seldom "flirt" with sidelines. The salesman who feels "safe" financially is not taking long chances on going into business for himself.

What a Salesman Should Know About Finance

By J. C. Aspley

is a commonsense, coat-pocket-size book on thrift for salesmen. It points out the advantages of saving money in an entirely new way. Makes salesmen content with their jobs and shows them that their best bet is to make and save money where they are. It also opens a salesman's eyes to the importance of conserving the company's money as well as his own.

\$1.10 on Approval

**The Dartnell Corporation
1801 Leland Avenue
Chicago**

How Ford Markets \$15,000,000 Worth of By-Products

BY-PRODUCTS of an industry are not usually considered important, yet the Ford Motor Company maintains an entire sales organization for the marketing of the by-products of its industry alone. Sales of by-products of the Ford Motor Company total more than \$15,000,000 yearly.

In an organization as large as the Ford Company, the by-product problem is one of considerable magnitude, in that it involves not only complicated technical problems, but big volumes of by-product materials.

A By-Products Sales Department

It would be much easier, of course, to dump many of the by-products on the market and sell them at prices far below the market level, and save sales effort and expense; but such a policy, disrupting as it would, legitimate markets for similar products, would ultimately spell ruin to the manufacturer. With a view to insuring stable and constructive marketing of by-products, the Ford Company has established a special department, known as the By-Products Sales Department, to market all of its products other than automotive.

A survey of some of the Ford Company by-products shows that this department has some real sales problems to handle. Coal, in excess of eleven thousand tons a day, is mined at the Fordson Coal Company's mines in West Virginia and Kentucky. Not all of this coal is used by the Ford industries, but by running the mines six days a week, the cost of the Ford Company's fuel has been sharply reduced. The surplus coal is screened at the mines, the nut and slack being sold from there and the lump and egg coal shipped in Ford boats to the company's docks at Duluth, from which place the coal is sold through the usual retail coal sales agencies.

More than a thousand tons of pig iron is produced daily, and is used either by the company or bartered for castings from foundries, thereby reducing the cost of the iron used by the Ford industries

and insuring a uniform, specific grade of iron from all sources of supply.

Timber from half a million acres in northern Michigan is made into the million or more board feet of lumber consumed by the company daily, and the excess is sold in billet form to manufacturers of wood products.

From the above raw materials comes another series of by-products which are sold or used by the Ford Motor Company. Coal produces coke, gas, coal tar, ammonium sulphate (a soluble nitrogen fertilizer), benzol (a motor fuel of the highest order), and naphthalene. Slag from the blast furnaces is converted into two thousand barrels of Portland cement daily, which is sold as Ford cement through building supply dealers in the city of Detroit.

By-Products Are Varied

Lumber waste from the body part mill goes to the chemical plant by conveyors and two hundred cords of hardwood are daily converted into charcoal, wood alcohol, ethyl acetate, methyl acetone, calcium acetate, creosote oil, light acid oil, wood tar and wood pitch.

In addition to these products there is a large excess of plate glass from the three glass plants operated by the company. The Ford Company is said to be the largest user of plate glass in the world, and one of the largest producers.

Hundreds of tons of scrap metal, rubber and fabrics are either sold or redigested by the company daily, while a continuous flow of salvaged machinery, rebuilt, or obsolescent, rolls out to be absorbed by a variety of markets.

Dallas Ad Club Hears Walter Dathe

Walter Dathe of the staff of the Dallas News and the Dallas Journal, addressed the Dallas Advertising League on "Possibilities in Classified Advertising," at a meeting held August 5.

A. B. P. Completes War Surplus Sales

The sale, through advertising, of \$1,300,000,000 worth of surplus United States government war materials, has just been completed with receipt of a check for \$408 from the Associated Business Papers, Inc., by the Associated Advertising Clubs of the World.

The check represents the residue in the hands of the surplus property committee of the former organization after concluding nearly five years of service, free of charge, to the government.

Reporting that the \$2,100,000 invested by the government in newspapers and business paper advertising was only about one-half of one per cent of the gross returns, Jesse H. Neal, secretary-treasurer of the Associated Advertising Clubs and executive secretary of the Associated Business Papers, Inc., said:

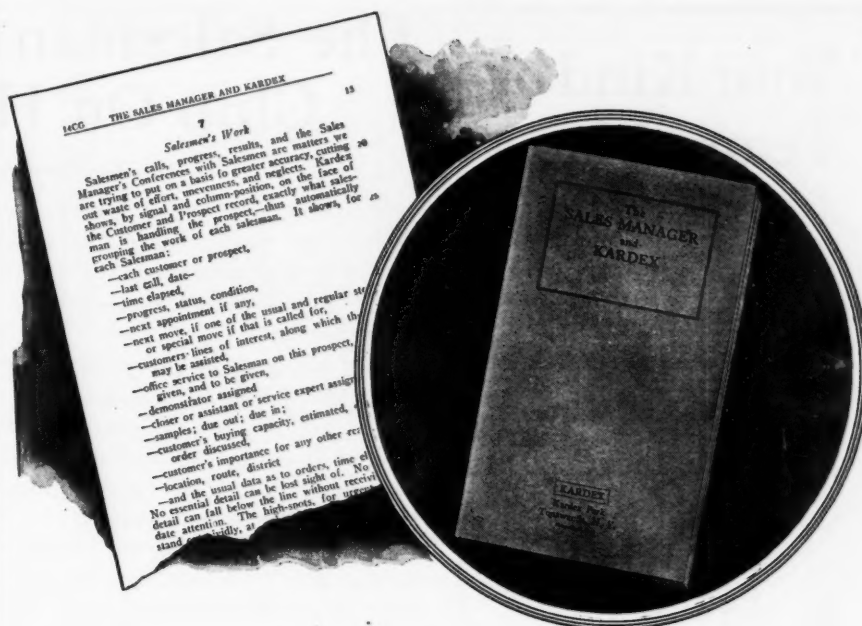
"The receipts of \$1,300,000,000 were a recovery of 36.4 per cent, based upon the original cost at inflated war prices. It is a remarkable return considering that vast quantities of materials were all but worthless. As a matter of fact, many things were sold at more than 100 per cent of the original purchase price."

Receipts of the \$1,300,000,000 from the sale of the property, Mr. Neal added, "was in great measure responsible for the ability of Congress to reduce federal taxation."

New Air Lines Start November 1

Eight new air mail lines will start November 1, covering about 4,660 miles. The routes will be leased to private firms and mail planes will also operate commercially, carrying passengers and freight. The new lines, acting as feeders for the present transcontinental route, will touch twenty-eight cities.

Round trips, six days a week, will be the schedule on all routes. The planes will be required to travel 90 miles an hour to keep within the schedule.



Controlling Salesmen's Work

How successful sales managers watch over each man's work to keep up the standard of service and conformation to house policies

Certain knowledge of what is going on in the territories, cutting thru the mass of detail to obtain that knowledge in usable form—these are the advantages which Kardex gives the sales manager in helping each salesman achieve greater success.

The booklet, "The Sales Manager and Kardex," tells how successful sales managers are cutting out wasted effort, oversights, and neglect in this phase of their work.

It will give you ideas you can put to use at once to save you care and worry, to help you increase the profit from your time and energy.

Send for your copy today. There is no obligation whatever. Use the coupon.

KARDEX RAND CO.

707 Kardex Park, Tonawanda, N. Y.

In Canada—Kardex, 58 King St. West, Toronto—London, 3 Holborn Viaduct, E.C. 1—Paris, 24 Rue de la Fidélité.

KARDEX

KARDEX RAND CO.

707 Kardex Park, Tonawanda, N. Y.

- ☐ Please send your Book—"The Sales Manager and Kardex."
☐ Please send Kardex Man.

Name.....
 Street.....
 City..... State.....

Your Kind of Team-Mates

This well trained staff of advertising men has an unusually good record. The reason why? We are always—

Working
Studying
Learning
& Growing

We Never Go Stale
We Won't Neglect You
You Will Like Us
Let's Get Together

Simpson Advertising Co.

Roy B. Simpson, Pres.
Saint Louis

The **EVANSHIRE** *In Chicago's Most Beautiful Suburb* EVANSTON

The Evanshire in Evanston is closer to Chicago's business, shopping and amusement center than are many Chicago hotels. Surface, elevated and steam transportation lines, a block distant, make fast time to Chicago's "Loop." Thus at the Evanshire you can have the convenience of location of a Chicago hotel in the environment of Chicago's wealthiest and most beautiful suburb. And charges throughout, including the restaurant, are notably moderate, although in equipment, service and class of patronage the Evanshire holds high rank.

The Evanshire is at Main and Hinman streets, only a few blocks from glorious old Lake Michigan. European plan. Rates are from \$3.00 a day up for single and \$5.00 up for double rooms, all with private bath. Write today for illustrated folder.



The Salesman Who Carries a Chip On His Shoulder

(Continued from page 144)

everyone always asked him if he weren't a Southerner. "Damn right, I'm a Southerner," he'd answer, "from Nawth C'lina—see the tar on my heels?"

Odell traveled in the South and sold a lot of lumber commissaries. When we started shipping our merchandise in corrugated fibre containers, Odell hit the ceiling. He took the stand that it was nothing short of an insult to ship merchandise to a lumber company in anything but a wooden box. He raised such a howl that we had to ship many of our southern customers' orders in wooden boxes until many of the lumber mills and box companies began making fibre containers as well as wooden boxes. I mention this incident to show how hard he would fight for a principle he thought was right.

His favorite peeve was a letter from the house which urged him to sell more or do more work. He took the stand that it was a reflection on his honesty to insinuate that he could sell more if he wanted to. It took me three years to get him over the idea that we were not offering him an insult which no gentleman could overlook, when we intimated that he could increase his sales.

Salesmen Who Have Pet Peeves

But Odell could take a joke. Once the advertising manager wrote him for a photograph to be used in an issue of our house organ. He paid no attention to the request. A second letter was likewise ignored. And a third. Then I wired him. He wired back that he was too busy selling goods to stop to have his picture taken. That week his sales were next to nothing. So in a little space where his picture was supposed to be we printed the following caption: "Odell wired that he was too busy selling goods to stop for picture taking. His sales last week were \$87.45."

When he saw the caption he immediately sent us a photograph, with a short note admitting that he was cured. But as a general

rule I never allow myself the luxury of being sarcastic with my salesmen, never at all in a letter, and practically never in person. I would rather have an occasional salesman put something over me than to have most of my men feel that I had no sympathy for, or understanding of their problems—even the men who always seem to have a chip on their shoulder.

As I look back over my experience with men of every conceivable nature, I can safely say that many of the best men I've ever had were men with chips on their shoulders when they first came with me. Some of them still carry the chips. Others have thrown them away. But I've never regretted a moment's time which I have spent in trying to straighten out men who seemed unmanageable or unreasonable. In fact, the man who simply will not take a dare occasionally, isn't cut out to be a salesman.

New Postal Regulations Go Into Effect

In a recent bulletin sent out to its members, the Illinois Manufacturers' Association calls attention to radical changes made August 1 in the methods of the post office in handling uncollected C. O. D. packages and undeliverable insured parcel post shipments. The post office will now accept such parcels only with the understanding that in the event of non-delivery, the mailer must pay forwarding and return postage or renounce all claims to the package.

Each parcel presented for insurance or C. O. D. delivery is now accepted with the understanding that the sender in each case guarantees the return or forwarding postage if the package becomes undeliverable at the first address.

Sears, Roebuck & Company will open two new branch retail stores in Chicago, according to a recent announcement. Their estimated cost is \$400,000.

Preventing Salesmen Playing Favorites

(Continued from page 151)

several counties included in his zone, for every county in every zone has its quota too. It is possible for a salesman to exceed his general quota by a considerable sum during a month, and yet fail to earn a bonus; for he might not have made his county quotas in as many as 60 per cent of them.

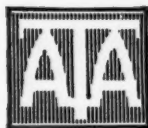
In addition, there are the several specific lines upon which there is a monthly quota, and he must sell a specified sum of each of these before he earns the special bonus on these lines. If, for example, he sells the specified number of pistons during a month, and all other lines are up to quota requirements, including the 60 per cent of counties or more, he gets his bonus from all the various lines and the general quota and five dollars extra for selling his quota of pistons.

How the Bonus is Paid

The bonus is paid on a point basis. If a man just exactly makes his quota, he earns 600 points. Then on all sales above the quota figures in all lines he gets a certain number of points for each ten dollars or hundred dollars he sells. If he exceeds his quota in more than 60 per cent of his counties, he gets an additional number of points, depending upon the number of extra counties, above requirements for bonus, he makes and the sum above the quotas he sells.

Points above the quota are worth five cents each, and it is possible for a salesman to earn several hundred points, in addition to his basic number for making his quota in a month.

This plan has served to keep men striving to do their best selling every month out of the year, because they know that they get paid for every special effort they put forth. Arranged as the quotas are over a variety of specifications, a man can't easily push one favorite line to the exclusion of the others, for it is impossible to make his quota by so doing. It keeps the men full of energy and selling spirit—and they do not have to be constantly cautioned about favoritism.



Not New But Telling About It Was

FOR years, residence heating boilers have been made with grates that shake half at a time. When The Burnham was made that way, the manager merely mentioned it to us as a passing instance.

When we spoke of its many strong selling points, he replied: "Why, there is nothing new in all that."

"No," we replied, "but *telling about it is new*. It's so utterly obvious that no boiler maker has considered it worth the mentioning."

Based, however, on that very utterly obvious thing, the sales of Burnham Boilers were made to increase at a rate never enjoyed before.

It has been our experience, that the homely, every day, common sense thing, is the one that in the long run, best business builds.

We call it the utterly obvious, because it is so utterly obvious.

If you are interested in this sort of long-haul business-building kind of advertising, you may find the methods of this moderate sized, personal service Agency worth inquiring about.

TUTHILL ADVERTISING AGENCY

L. W. C. TUTHILL, President

1133 BROADWAY

NEW YORK

You have something to sell—

We want to help you sell it. We honestly believe that our kind of "thought out" printing makes the right kind of an impress.

Our business is to build folders and booklets and catalogs, too, and print them in our own plant.

RATHBUN-GRANT-HELLER COMPANY
725 SOUTH WELLS STREET CHICAGO, ILLINOIS

INVEST \$3.00

Some firms pay \$3,000 to an expert to direct their advertising or manage their salesmen. Others pay \$3.00 for a subscription to **MARKETING** and find out for themselves what experts are doing. Still others lose anywhere from \$300 to \$300,000 annually by doing neither.

Marketing

Canada's Business Magazine

SPECIAL OFFER

26 fortnightly issues and set of four colored maps showing Canada's population distribution, for \$3.00.

MARKETING PUBLISHERS LIMITED
4 East Wellington Street, Toronto, Canada

For Sales Conventions

Badges	Arm Bands
Favors	Paper Hats
Banners	Novelties
Pennants	Stunts, etc.

A card brings our catalog

JACK KUMLER
THE RUSSELL-HAMPTON CO.
39 W. Adams St., Chicago, Ill.

Sales Contests



can be enlivened by the snappy caricatures and other cartoons we originate to your order . . . ask for folder showing samples of our cartoons..

Koenig Cartoon Service
345 South Dearborn
Chicago

Cutters for paper, card, cloth, veneer. Office cutters—economical, convenient. Printing presses from \$44.00 to \$1200.00

Golding Press Division, Franklin, Mass.

Fewer Orders, Bigger Profits

Editor, Sales Management:

The summary, in the current issue of *Sales Management*, of returns from 60,000 test letters mailed by the Chamber of Commerce of the United States is exceedingly interesting to the undersigned because variations of the question asked in the title are rather frequently met with among inquiries received from the 340 companies which look to this office for marketing data.

I should be interested to know why the writer of the article in question considered 2-cent metered postage (first class, sealed) comparable with 1-cent government stamped envelopes (third class, unsealed), rather than with 1-cent metered postage.

The author might well have carried his conclusions another point and called attention to the frequently overlooked fact that "biggest returns" are not always synonymous with "biggest results."

Returns from any mailing should be judged by the purpose of that mailing. Thus, had the mailer been a direct advertiser planning a campaign to "weed out" a mailing list—the 2-cent metered postage could be said to have brought the "biggest" returns.

On the other hand, had profits been the objective, the 204 orders resulting from the 2-cent metered letters, for example, showed less profit, considered in relation to the original cost of the postage alone, than did even the 1-cent metered letters the postage on which cost only half as much while pulling more than half as many orders. This advantage, by the way, holds good whether the cost of the third-class letters is figured at the old 1-cent or the new 1½-cent rate of postage.

Association of National
Advertisers, Inc.
Special Service Department.

A Campaign That Sold Ice Cream in the Winter Time

(Continued from page 181)

something refreshing for the evening meal, the afternoon has been almost unbearable.

Suddenly a thought—"I wonder what I did with the booklet I received from the Shreveport Ice Cream Factory a few days ago—O yes! Here it is—now let's see." She turns the pages trying to decide which of the many delicious surprises will be best to serve—fresh strawberry ice cream—smooth, rich, cooling and delicious—strawberries, sugar and cream, but frozen—it sure does sound good.

"Guess I'll phone John to come by the Shreveport Ice Cream Factory and bring a quart home with him."

She has solved her problem.

Every housewife has this same problem, Mrs. Jones, "What can I serve my family that is nourishing, cooling and economical and that all of them will enjoy"—the answer is, Shreveport ice cream.

Serve it at least once each day—it means less worry in planning your meals and will pay big dividends in better health.

Yours for real service and a food that is deliciously different.

SHREVEPORT ICE CREAM FACTORY.

The success of this campaign is a good example of what can be done with a business that is

afflicted with a seasonal slump. In many lines of business the seasonal slumps are rapidly disappearing, and one season blends into another so that there is scarcely any noticeable decline in sales from one season to another.

Advertising has played a big part in this extension of seasonal buying, and while this small campaign shows what can be done in a local way there are many opportunities for evening up the seasonal slumps in certain industries on a national scale. A good example of this is the campaign instituted several years ago by the Coca Cola interests. The theme of their campaign was, "Thirst Knows No Season."

We remember when you couldn't buy raisins in the small town stores in the summer time. But now millions eat raisin bread nearly every day, year in and year out.

TIPS



If you think promotion possibilities for your product are dull, write to the S. D. Warren Company, 101 Milk Street, Boston, for a copy of "This Shows How Women Buy." It's a colorful booklet wearing a de luxe air about itself and bearing an astonishing expose of the internal workings of the feminine mind. Besides the message it carries, it shows how a unique slant can be thrown into promotion material which will give it an altogether new life and kick.

Something in the nature of a health service for business ailments is a recent adventure of the Kardex-Rand Company called the Kardex Institute of Business Management. For a nominal enrollment fee you can join this clinic for the diagnosis and treatment of business ailments and enjoy consultation privileges on all problems of management and business direction. If you're interested in knowing more about it, write to Mr. H. E. Moore, Kardex Institute, 10 East 44th Street, New York City, for a copy of a booklet called "A New Conception of Business."

A bird's eye view of newspaper circulation in the United States is conveniently contained in a booklet issued by Guenther-Bradford & Company, Chicago, called "The Advertisers' Pocket Guide." It contains various lists of papers in which classified advertising can be bought in a "lump" with a single order. And it classifies the papers according to geography, size, circulation, etc.

An aristocratic booklet bearing the title of "Sales Power in Layouts," has just been put out by the Chicago Paper Company, which well exemplifies its own message. The analyses of the various methods of gaining force in advertising are made clear through color reproductions of layouts used by many well known national advertisers. Mr. James L. Smith, The Chicago Paper Company, 801 South Wells Street, Chicago, will send copies to sales executives who are interested.

"Motor Car Advantages Unscrambled!" carries a message for companies bothered with the transportation problem for salesmen. It's a booklet put out by the Saunders Drive It Yourself System, Saunders Building, Kansas City, Missouri.

We have seen otherwise well-poised sales executives in a state of near nervous collapse during the big sales convention of the year when everything seemed to be going at six's and seven's and half a dozen monkey wrenches had tumbled into the machinery unexpectedly. At last we have a good book on "How to Plan a

Convention" which gives some valuable tips on the management of your "annual." It's the only book we've ever seen on the subject and it's a good one—put out by the Drake Publishing Company, Chicago. A note addressed to P. G. B. Morris, in care of the Drake Hotel, Chicago, will bring you information about it.

It sounds like an experiment in perpetual motion to say that a business is using itself to promote itself, yet some of the most interesting material that comes to the Tips editor comes from addressing machine companies which are using direct-mail to tell the story of their product and what it will do. The Elliott Addressing Machine Company has a new booklet called "Direct-by-Mail Advertising" which talks profits in a most entertaining manner. (Could profits ever be anything other than entertaining?) It will be especially helpful to companies who are wanting to start to advertise and don't know just where to begin. Write to Derby Brown, advertising manager of the company, 143 Albany Street, Cambridge, Massachusetts, for your copy.

Arthur W. Sullivan, vice president, The Joseph Richards Company, New York City, made an unusually fine address at the recent convention of the Associated Advertising Clubs of the World on "Coordinating Advertising with Sales," which has been reprinted in booklet form. It gets down to the heart of the question and raises some points which will give almost any sales executive something to think about during lunch hour. Write to Mr. Sullivan himself at 247 Park Avenue, New York City, if you care to have a copy.

"Advertising-Selling with a Budget Plan" carries some suggestions which show how an appropriation can be portioned out in well-balanced rations and a campaign planned which will bring the advertiser pressure at the points where his business most needs it. It's a good argument for getting away from a-little-of-this and a-little-of-that in advertising and laying out a plan in which the various parts work together. The F. W. Bond Company, Chicago, will send interested sales executives a copy.

When an agency wrote to the Postergraph Company of Cleveland and asked the difference between the Postergraph process and ordinary lithography, the Postergraph Company wrote a little booklet in answer called "Why Should I Use Postergraph?" Write to Mr. Edmund Thorpe, general manager of the company, for a copy.

Your Direct-Mail Advertising

50,000 Druggists 140,000 Physicians
50,000 Dentists

addressed automatically at \$2.50 to \$3.00 per M
All names on metal plates. 99% accuracy guaranteed. Postage refund on returns. Large capacity, intelligent co-operation, and skill in planning or producing mail campaigns are at your disposal. There is no charge for the use of our lists. Write for List Data.

GLOBE MAILSERVICE, Inc.
158 WEST 23 ST. NEW YORK CITY

Established 1908—Incorporated 1922

STICKERS - LABELS



gummed special design stickers, labels and embossed seals in any quantity. We carry a complete line of standard stock stickers and can render prompt delivery. Send for catalogue.

ST. LOUIS STICKER COMPANY
1627 S. M. Washington Avenue St. Louis

Speeches - Essays - Debates

Speeches, essays, etc., prepared to order on any subject. Facts, arguments assembled for any purpose. Complete literary service. Can saw both horns of a dilemma. 20 years experience in literary and journalistic fields.

F. H. CROSS STUDIO, Suite 25
4553 Emerson Ave., St. Louis, Mo.

Free

Mailing Lists

Will help you increase sales
Send for FREE catalog giving counts and prices on thousands of classified names of your best prospective customers—National, State and Local—Individuals, Professions, Business Concerns.

99% Guaranteed
by refund of 5¢ each

ROSS-Gould Co. 376 N. 10th St. St. Louis

Autopoint

The Better Pencil—Made of Bakelite
Write for our new plan to build your business bigger

AUTOPOINT COMPANY
4619-25 Ravenswood Avenue, Chicago



Handy Expense Books for Traveling Men

Space for all necessary expense items. No carrying forward, reduces possibility of error, saves time and trouble for salesman and bookkeeper. Hundreds of progressive firms everywhere keep their traveling men supplied. Sample free
100 for \$3.00 500 for \$13.75 1000 for \$25.00
GARRETT & MASSIE, Inc., Publishers
P. O. Box 1837-B Richmond, Virginia

The Reuben H. Donnelley CORPORATION

Specializing on

Automobile Owner Lists
and Automotive Statistics

NEVADA

IOWA

DIRECT EVIDENCE INCREASES SALES

If your salesmen could show skeptical prospects the testimonial letters and orders which you receive from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use. Write for samples and prices.
AJAX PHOTO-PRINT CO., 35 West Adams Street, Chicago

Barron Collier Buys Artemas Ward, Inc.

The announcement that Barron Collier, president of Barron G. Collier, Inc., and the Street Railways Advertising Company, has purchased Artemas Ward, Inc., followed the award of the Interborough Rapid Transit Company contract to the Collier Companies for a period of eighteen years. Artemas Ward, Inc., has handled the advertising for the interborough lines since 1899, and the subway advertising since 1904. Upon the death of Mr. Ward last March, the business passed into the control of Harvard University through Mr. Ward's will.

The business will be continued under the name of Artemas Ward, Inc., and the present offices will be maintained from which the interborough advertising of the Street Railways Company will be handled. Mr. Collier's purchase includes the Listerated Gum Corporation and other subsidiary companies. W. Burgess Nesbitt and Louis Cohn, both of whom were long associated with Mr. Ward, will remain with Artemas Ward, Inc.

Wins Cooperation of 3,600 Jobbers' Salesmen

(Continued from page 156)

background the complete advertising campaign as outlined in the "Broadcasting Story" on the center spread of the four-page letterhead, and it was all brought to focus through the "79 Use" pivot piece and the "Window Washing" advertisements with coupon, on the immediate selling work of the jobbers. The letter probably deserves its share of credit, as does the original letter to jobbers asking for their cooperation, but it was the use of a pivot piece plan and particularly the merits of the pivot piece, that put the whole thing over so satisfactorily.

"What Does the Salesman Expect of His Sales Manager?" was the subject of a round table discussion by members of the St. Louis Sales Managers Bureau at a meeting held July 31.

Personal Service and Supplies

Classified rates: 50¢ a line of seven words; minimum \$3.00. No display

POSITIONS WANTED

I HAVE 18 YEARS' MERCHANDISING experience; 12 years as executive either as general sales manager, director of sales, or vice president in charge of sales and advertising for some of country's largest industries. I have one of the best appointed offices in New York City. I will represent the right manufacturer in the Metropolitan New York market. This one manufacturer will have every facility of a branch office plus proved sales ability. Age, 37, and on my toes. Address Box 784, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

SALES MANAGER AVAILABLE—A SALES executive, 39, now in control of three million dollar sales territory, handling fifty salesmen on keenly competitive product. Can organize for lower sales overhead, inject new ideas for greater profit and know thoroughly large markets throughout U. S. and Canada. My reference is a successful record covering eight years with two of the largest firms in the country in their line. Box 882, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

PUT THIS ADVERTISING MAN WITH proven record on your payroll for just \$1.25 a day. Will write your sales letters, booklets, advertisements, suggest new ideas, put a new sales vigor into your advertising copy. Write for details unusual limited offer. Box 785, SALES MANAGEMENT, 1801 Leland Avenue, Chicago, Illinois.

REPRESENTATIVE AVAILABLE

MANUFACTURER—ARE YOU SECURING your share of business in Florida and Southern states? You should write at once to Distributor & Sales Manager, Box 1095, Atlanta, Georgia.

SALESMEN WANTED

SALESMEN—\$200-\$500 MONTHLY SELLING Bestever Powdered Hand Soap, to grocers, hardware stores, garages, druggists. Marvelous discovery. Removes grease, paint, ink, anything from the hands without injury. Great repeater. Exclusive territory to producers. Sample free. Bestever Products Co., 1941-R Irving Park, Chicago.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 26 years for clients by my direct-mail plans, copy, campaigns. A \$25,000 annual volume increased ten-fold in twelve months. Another, from an initial expenditure of \$720 developed in four years sales by mail of half million yearly. Ten years sales promotion manager Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

BUSINESS CONNECTIONS

A PROGRESSIVE, CONSERVATIVE EXECUTIVE having substantial resources, experience in the solution of selling, manufacturing, and financial problems, is looking for a connection that warrants his entire interest. A Gentle without prejudice, in his early thirties, having the "feel" of the South and West from several years' permanent business residence in each, and at present the secretary-treasurer of a company with national distribution doing a volume of \$500,000.00 yearly in which he is selling his holdings. With resources and experience opportunities are not wanting, but this excellent medium may uncover an especially mutually advantageous combination. Box 783, New York office SALES MANAGEMENT, 19 W. 44th St.

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"GIBBONS knows CANADA"

J. J. Gibbons Limited, Advertising Agents
TORONTO MONTREAL WINNIPEG